



**M** | BUSINESS & FINANCE

**MAKE**

**BLUE**

**BETTER**

*for you*

**2021 B&F Employee Engagement Survey  
All-Staff Report**

# Employee Engagement Survey

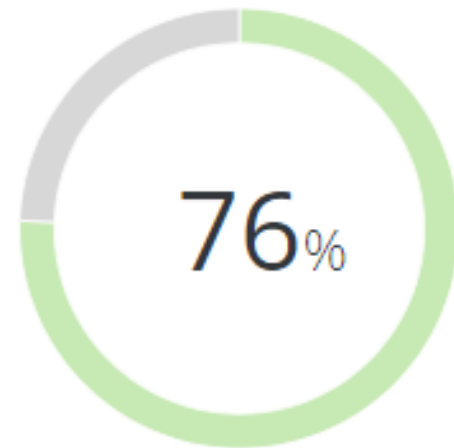
- Across all areas of B&F, we are working to create a positive and inclusive organization. Our goal is to create a workplace in which ***all staff feel valued, believe that what they do matters and are empowered to make a difference.***
- The B&F Employee Engagement Survey is designed to:
  - Help us track on key factors related to creating a positive and inclusive organization, and our commitment to the values of diversity, equity and inclusion
  - Hear feedback from employees and understand important differences in the experiences of our staff
  - Get insights about what's working and where to focus improvement efforts

# 2021 Survey Findings

# Participation Rates

- The B&F Employee Engagement Survey was fielded from May 13 to May 28, 2021
- The survey consisted of 35 Core questions and 9 Climate questions
- Invites were sent to 2,418 B&F regular employees
- 1,827 B&F regular employees participated in the survey. B&F had response rates that ranged from 65%-100% with a total participation rate of 76%

## Participation Rate



## Completed Surveys

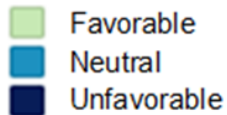
1,827

# Overall Engagement

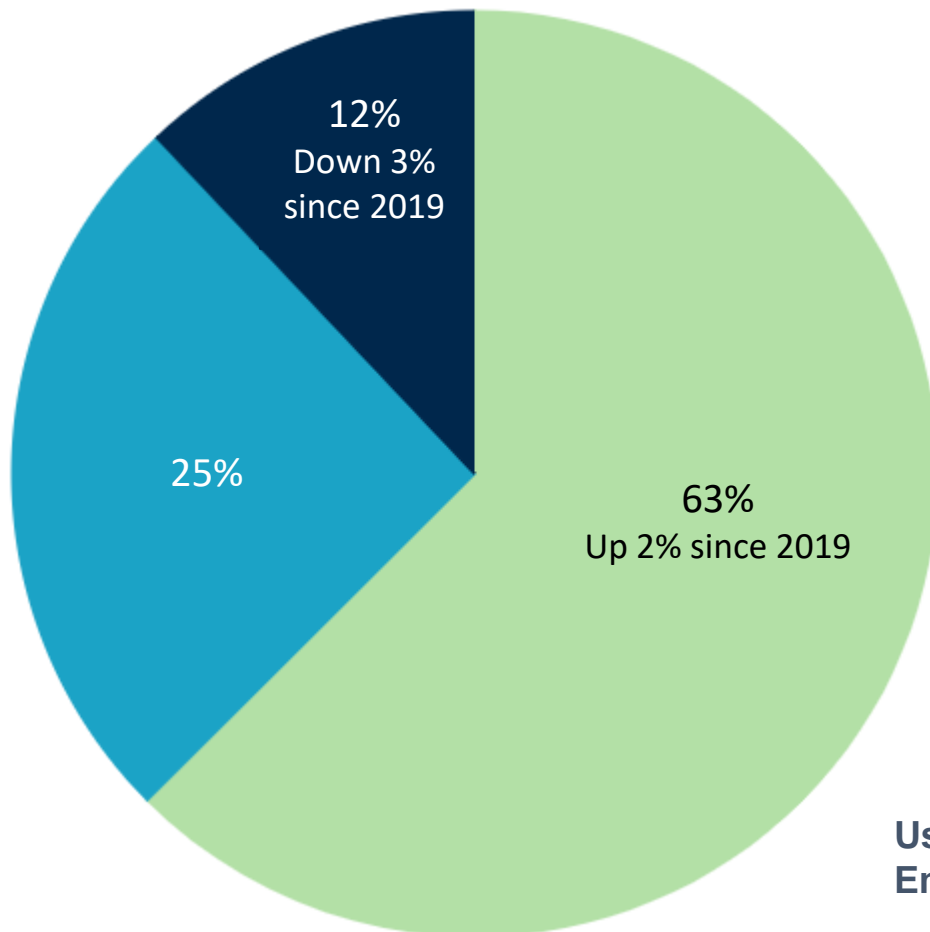
- The employee engagement score reflects the overall level of engagement in our organization. B&F's overall engagement score is 81%, which is a 2% increase since 2019. An engagement score of 81% puts us in the top 25% nationally.
- The employee engagement score is measured using the four Employee Engagement Index questions on our survey (detailed on the following page). It is based on the number of employees who select agree/strongly agree, and is the average score across the four questions.

# B&F Overall Engagement Score

Name	Distribution	Business and Finance	2019 Survey Scores	US Average
<span>▼</span> Overall Engagement Score		81%	79%	72%
I would recommend this university as a great place to work		85%	82%	71%
I rarely think about looking for a new job with another organization (outside the university)		68%	66%	59%
Overall, I am extremely satisfied with the University of Michigan as a place to work		86%	83%	78%
I am proud to work for the University of Michigan		86%	85%	80%



# B&F: Three Types of Employees



**ENGAGED:** Agreed or Strongly Agreed with all four Engagement statements; 28% Strongly Agreed with all the statements. *This is 5% higher than 2019.*

**UNENGAGED:** All others not in the Engaged or Disengaged categories.

**DISENGAGED:** Did not agree to three or more of the Engagement statements; 1% disagreed with all four of the statements. *This is a 1% decrease from 2019.*

Using this segmentation, B&F has 63% Engaged Employees and 12% Disengaged.

Engaged Unengaged Disengaged

# Engagement Levels

**What's the difference between an engaged, unengaged and disengaged employee?**

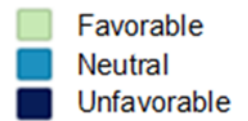
- **Engaged employees** care about their work and the organization. They work on behalf of the organization's goals and use discretionary effort to help achieve those goals.
- **Unengaged employees** do their jobs to earn a paycheck, but are not especially committed to their work. They are less likely to invest discretionary effort in organizational goals or success.
- **Actively disengaged employees** are not only unhappy and unproductive at work, but also are liable to spread negativity to coworkers and impede progress toward organizational goals.



# Drivers of Engagement

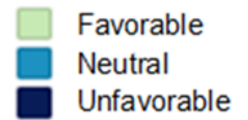
- The survey includes 27 questions that measured “drivers” of employee engagement. These driver questions ask about *the factors that can impact levels of employee engagement*.
- The next five pages show how each driver question scored this year. You can also see how this year’s score compares to last year’s score.
- Our top scoring drivers are considered **cultural strengths** – they are the things employees say we do really well.

# B&F Driver Scores



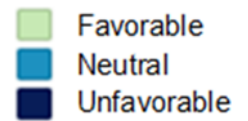
Name	Distribution ▼	B&F Overall	2019 Survey Scores
▼ JOB (Enjoy Work)		85%	82%
I make a difference in my primary work unit		89%	86%
I enjoy the type of work I do		86%	85%
I cope well with the stress of my job		78%	77%
▼ COLLABORATION & TEAMWORK		84%	79%
My co-workers and I work as part of a team		87%	82%
People care about each other in my primary work unit		82%	76%

# B&F Driver Scores



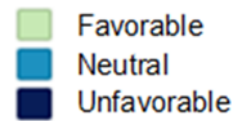
Name	Distribution	B&F Overall	2019 Survey Scores
▼ CUSTOMERS		83%	77%
Satisfying customers is a top priority in my primary work unit		91%	88%
My primary work unit understands the needs of our customers		89%	85%
My primary work unit implements service changes effectively		77%	66%
My primary work unit communicates service changes effectively to customers		77%	68%
▼ MISSION & GOALS (Clear Expectations)		81%	74%
I know what is expected of me at work		90%	85%
My supervisor has a clear view of where our work unit is going and how to get there		72%	63%

# B&F Driver Scores



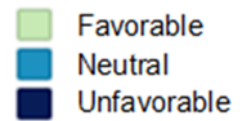
Name	Distribution	B&F Overall	2019 Survey Scores
▼ MY SUPERVISOR <div style="display: flex; align-items: center;"> <div style="flex-grow: 1;"> </div> <div style="margin-left: 10px;">                         77%   14%   9%                     </div> </div>		77%	70%
My supervisor recognizes me for doing good work		80%	75%
My supervisor effectively communicates the goals and strategies of our work unit		77%	69%
My supervisor gives me constructive feedback on my performance		76%	70%
My supervisor communicates well		75%	68%
▼ CLIMATE (Trust & Psychological Safety) <div style="display: flex; align-items: center;"> <div style="flex-grow: 1;"> </div> <div style="margin-left: 10px;">                         76%   15%   9%                     </div> </div>		76%	68%
I am comfortable expressing my opinions about work openly to my supervisor		79%	73%
A climate of trust exists in my primary work unit		73%	63%

# B&F Driver Scores



Name	Distribution	B&F Overall	2019 Survey Scores
▼ RECOGNITION & PRAISE Expressions of thanks and appreciation are common in my primary work unit	76% 13% 11%	76%	66%
▼ TRAINING & DEVELOPMENT I receive training necessary for me to do my job	75% 16% 9%	75%	68%
▼ COMMUNICATION (Well Informed) Information about the university is shared openly in my primary work unit I am informed about matters that affect my job Changes in service standards are communicated effectively	73% 17% 9% 77% 15% 8% 74% 15% 10% 68% 21% 10%	73%	64%

# B&F Driver Scores

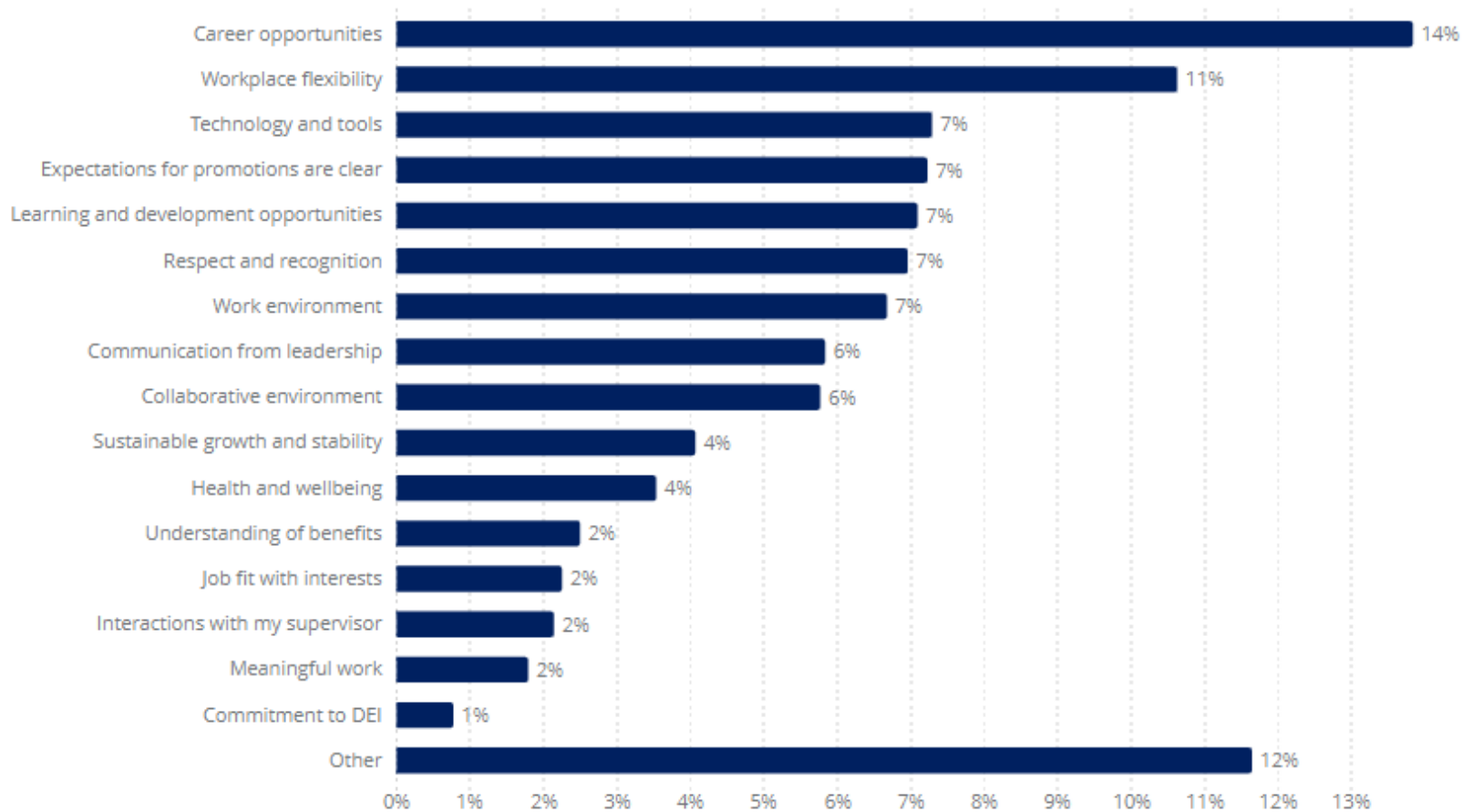


Name	Distribution	B&F Overall	2019 Survey Scores
▼ WORK (My Opinion Counts) <div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>72%</span> <span>17%</span> <span>11%</span> </div>	<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>72%</span> <span>17%</span> <span>11%</span> </div>	72%	66%
My opinion counts at work	<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>74%</span> <span>15%</span> <span>10%</span> </div>	74%	68%
I have a say in decisions that affect my work	<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>70%</span> <span>18%</span> <span>12%</span> </div>	70%	64%
▼ CULTURE (Fairness & Integrity) <div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>71%</span> <span>19%</span> <span>10%</span> </div>	<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>71%</span> <span>19%</span> <span>10%</span> </div>	71%	63%
People in my primary work unit are treated fairly	<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>74%</span> <span>17%</span> <span>10%</span> </div>	74%	66%
If I am unfairly treated, I believe it will be handled with a just and reasonable process if I ap...	<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>61%</span> <span>25%</span> <span>14%</span> </div>	61%	53%
Integrity is a hallmark of my primary work unit	<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>78%</span> <span>16%</span> <span>6%</span> </div>	78%	71%
▼ EE ACCOUNTABILITY (Will Take Action on Survey) <div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>67%</span> <span>20%</span> <span>13%</span> </div>	<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>67%</span> <span>20%</span> <span>13%</span> </div>	67%	58%
I think my manager will take action based on the results from this survey	<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="width: 60%;"></span> <span>67%</span> <span>20%</span> <span>13%</span> </div>	67%	58%

# One Thing I'd Change

- The next two survey questions provided an opportunity for employees to offer feedback about one thing they would change about their current work experience, including a specific action step they believe could be taken.
- Across B&F, the most commonly selected category remains “career opportunities,” which is displayed on the following page.
- All the related comments (the suggested action steps) are currently being reviewed to ensure no identifying information is included in them. Comments will be shared with leadership and incorporated into the action planning process.

# One Thing I'd Change





# Engagement Variation

- The next three slides show differences in engagement scores among select demographic groups. These scores help us to understand important differences in the experiences of our staff.

# Work Situation Engagement Variance

Differences in engagement scores by current work situation:

Fully Remote

**87%**

Fully On-site

**76%**

Hybrid

**79%**

# Engagement Variance by Demographic Groups

	2019 Score	2021 Score	Change
Overall Engagement Score	79%	81%	+2
Female	83%	84%	+1
Male	75%	78%	+3
Bargained For	69%	71%	+2
Non-Bargained For	84%	85%	+1
Exempt	84%	86%	+2
Non-Exempt	75%	78%	+3
Asian American/Asian	85%	88%	+3
African American/Black	76%	80%	+4
Hispanic/Latino	82%	85%	+3
White	79%	81%	+2
2 or More	74%	72%	-2

# Engagement Variance by Demographic Groups

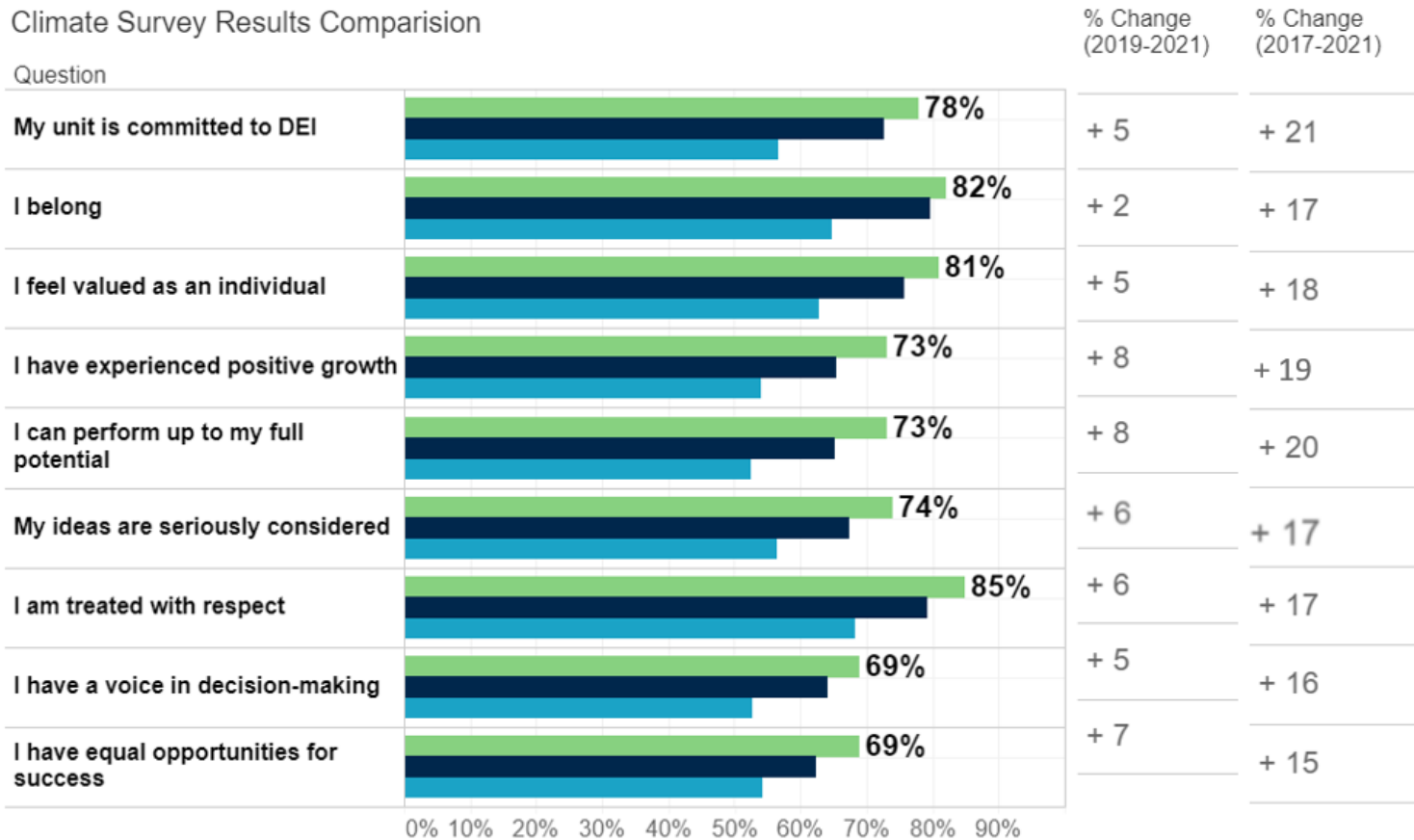
	2019 Score	2021 Score	Change
Overall Engagement Score	79%	81%	+2
Age Group: 0-30	83%	78%	-5
Age Group: 31-40	80%	78%	-2
Age Group: 41-50	76%	83%	+7
Age Group: 51-60	78%	81%	+3
Age Group: 61+	82%	85%	+3
Service Years: 0-2	87%	82%	-5
Service Years: 2.1-5	81%	81%	-
Service Years: 5.1-10	77%	80%	+3
Service Years: 10.1-15	74%	81%	+7
Service Years: 15.1-20	74%	79%	+5
Service Years: 20.1+	79%	83%	+4

# “Key Nine” Climate Questions

- In 2017, when we launched our efforts to create a more positive and inclusive organization, we chose nine questions from the University Climate Survey to use as a set of metrics to measure our progress on our goals over time.
- Since that time, we have seen significant increases on all of these “key nine” questions, displayed on the following page.

# B&F Climate Questions

Climate Survey Results Comparison



# Climate Score Variance by Demographic Groups

- The remaining slides show differences in climate scores among select demographic groups. These scores help us to understand important differences in the experiences of our staff.
- The following slides show the 2021 climate scores by demographic group, as well as the change in score for each question from 2019.

# Climate Variance by Gender

	Overall B&F 2019	Overall B&F 2021	% Change	Female 2019	Female 2021	% Change	Male 2019	Male 2021	% Change
I feel valued as an individual in my primary work unit	76%	81%	+5%	78%	83%	+5%	73%	79%	+6%
I feel I belong in my primary work unit	80%	82%	+2%	82%	82%	-	77%	82%	+5%
My primary work unit has a strong commitment to diversity, equity, and inclusion	73%	78%	+5%	76%	79%	+3%	69%	76%	+7%
I am treated with respect in my primary work unit	79%	85%	+6%	81%	86%	+5%	78%	83%	+5%
My primary work unit is a place where I am able to perform up to my full potential	65%	73%	+8%	69%	75%	+6%	61%	70%	+9%
I have opportunities in my primary work unit for professional success that are similar to those of my colleagues	62%	69%	+7%	64%	70%	+6%	60%	67%	+7%
My ideas are seriously considered in my primary work unit	68%	74%	+6%	72%	75%	+3%	63%	73%	+10%
I have a voice in the decision-making that affects my work in my primary work unit	64%	69%	+5%	67%	70%	+3%	61%	67%	+6%
My experience in my primary work unit has had a positive influence on my professional growth	65%	73%	+8%	69%	76%	+7%	62%	71%	+9%



# Climate Variance by Race/Ethnicity

	Overall B&F 2021	White 2019	White 2021	% Change	African American/ Black 2019	African American/ Black 2021	% Change
I feel valued as an individual in my primary work unit	81%	73%	81%	+8%	71%	73%	+2%
I feel I belong in my primary work unit	82%	80%	83%	+3%	78%	75%	-3%
My primary work unit has a strong commitment to diversity, equity, and inclusion	78%	66%	79%	+13%	67%	70%	+3%
I am treated with respect in my primary work unit	85%	78%	84%	+6%	76%	85%	+9%
My primary work unit is a place where I am able to perform up to my full potential	73%	61%	72%	+11%	66%	73%	+7%
I have opportunities in my primary work unit for professional success that are similar to those of my colleagues	69%	60%	69%	+9%	52%	61%	+9%
My ideas are seriously considered in my primary work unit	74%	63%	74%	+11%	47%	67%	+20%
I have a voice in the decision-making that affects my work in my primary work unit	69%	59%	69%	+10%	52%	62%	+10%
My experience in my primary work unit has had a positive influence on my professional growth	73%	60%	73%	+13%	59%	71%	+12%

# Climate Variance by Race/Ethnicity

	Overall B&F 2021	Hispanic/Latino 2019	Hispanic/Latino 2021	Overall % Change	Asian American/Asian 2019	Asian American/Asian 2021	Overall % Change	2 or More 2019	2 or More 2021	Overall % Change
I feel valued as an individual in my primary work unit	81%	70%	87%	+17%	65%	94%	+29%	67%	80%	+13%
I feel I belong in my primary work unit	82%	71%	81%	+10%	74%	90%	+16%	61%	85%	+24%
My primary work unit has a strong commitment to diversity, equity, and inclusion	78%	65%	78%	+13%	70%	86%	+16%	61%	76%	+15%
I am treated with respect in my primary work unit	85%	74%	93%	+19%	70%	88%	+18%	61%	80%	+19%
My primary work unit is a place where I am able to perform up to my full potential	73%	62%	76%	+14%	68%	78%	+10%	44%	78%	+34%
I have opportunities in my primary work unit for professional success that are similar to those of my colleagues	69%	47%	75%	+28%	59%	80%	+21%	39%	68%	+29%
My ideas are seriously considered in my primary work unit	74%	68%	84%	+16%	68%	88%	+20%	50%	80%	+30%
I have a voice in the decision-making that affects my work in my primary work unit	69%	62%	76%	+14%	67%	86%	+19%	39%	61%	+22%
My experience in my primary work unit has had a positive influence on my professional growth	73%	62%	82%	+20%	73%	86%	+13%	50%	63%	+13%

# Climate Variance by Employment Type

	Overall B&F 2021	Bargained For 2019	Bargained For 2021	Overall % Change	Exempt 2019	Exempt 2021	Overall % Change	Non Exempt 2019	Non Exempt 2021	Overall % Change
I feel valued as an individual in my primary work unit	81%	66%	67%	1%	85%	87%	2%	69%	76%	7%
I feel I belong in my primary work unit	82%	74%	71%	-3%	86%	88%	2%	75%	77%	2%
My primary work unit has a strong commitment to diversity, equity, and inclusion	78%	58%	63%	5%	81%	84%	3%	67%	72%	5%
I am treated with respect in my primary work unit	85%	70%	73%	3%	86%	90%	4%	74%	80%	6%
My primary work unit is a place where I am able to perform up to my full potential	73%	59%	63%	4%	71%	79%	8%	61%	67%	6%
I have opportunities in my primary work unit for professional success that are similar to those of my colleagues	69%	54%	52%	-2%	74%	77%	3%	54%	61%	7%
My ideas are seriously considered in my primary work unit	74%	51%	54%	3%	79%	83%	4%	59%	66%	7%
I have a voice in the decision-making that affects my work in my primary work unit	69%	48%	50%	2%	77%	79%	2%	55%	60%	5%
My experience in my primary work unit has had a positive influence on my professional growth	73%	50%	56%	6%	78%	82%	4%	57%	66%	9%

# Climate Variance by Age

	Overall B&F 2021	0-30 2019	0-30 2021	Overall % Change	31-40 2019	31-40 2021	Overall % Change	41-50 2019	41-50 2021	Overall % Change
I feel valued as an individual in my primary work unit	81%	83%	84%	+1%	75%	81%	+6%	74%	80%	+6%
I feel I belong in my primary work unit	82%	79%	84%	+5%	82%	81%	-1%	79%	83%	+4%
My primary work unit has a strong commitment to diversity, equity, and inclusion	78%	81%	79%	-2%	76%	78%	+2%	68%	77%	+9%
I am treated with respect in my primary work unit	85%	85%	89%	+4%	83%	87%	+4%	77%	83%	+6%
My primary work unit is a place where I am able to perform up to my full potential	73%	65%	73%	+8%	63%	70%	+7%	61%	72%	+11%
I have opportunities in my primary work unit for professional success that are similar to those of my colleagues	69%	73%	77%	+4%	66%	71%	+5%	59%	70%	+11%
My ideas are seriously considered in my primary work unit	74%	76%	76%	-	70%	74%	+4%	63%	77%	+14%
I have a voice in the decision-making that affects my work in my primary work unit	69%	68%	71%	+3%	65%	69%	+4%	62%	70%	+8%
My experience in my primary work unit has had a positive influence on my professional growth	73%	78%	81%	+3%	72%	75%	+3%	62%	77%	+15%

# Climate Variance by Age

	Overall B&F 2021	51-60 2019	51-60 2021	% Change	61+ 2019	61+ 2021	% Change
I feel valued as an individual in my primary work unit	81%	74%	81%	+7%	77%	80%	+3%
I feel I belong in my primary work unit	82%	79%	82%	+3%	78%	83%	+5%
My primary work unit has a strong commitment to diversity, equity, and inclusion	78%	70%	79%	+9%	71%	77%	+6%
I am treated with respect in my primary work unit	85%	77%	84%	+7%	76%	82%	+6%
My primary work unit is a place where I am able to perform up to my full potential	73%	68%	74%	+6%	71%	76%	+5%
I have opportunities in my primary work unit for professional success that are similar to those of my colleagues	69%	57%	65%	+8%	65%	65%	-
My ideas are seriously considered in my primary work unit	74%	66%	72%	+6%	67%	71%	+4%
I have a voice in the decision-making that affects my work in my primary work unit	69%	61%	67%	+6%	71%	69%	-2%
My experience in my primary work unit has had a positive influence on my professional growth	73%	59%	69%	+10%	64%	68%	+4%

# Climate Variance by Years of Service

	Overall B&F 2021	0-2 Years 2019	0-2 Years 2021	% Change	2.1-5 Years 2019	2.1-5 Years 2021	% Change	5.1 - 10 Years 2019	5.1 - 10 Years 2021	% Change
I feel valued as an individual in my primary work unit	81%	84%	84%	-	76%	83%	+7%	73%	79%	+6%
I feel I belong in my primary work unit	82%	85%	85%	-	80%	83%	+3%	78%	82%	+4%
My primary work unit has a strong commitment to diversity, equity, and inclusion	78%	84%	83%	-1%	75%	80%	+5%	68%	75%	+7%
I am treated with respect in my primary work unit	85%	91%	93%	+2%	79%	87%	+8%	77%	85%	+8%
My primary work unit is a place where I am able to perform up to my full potential	73%	69%	77%	+8%	60%	74%	+14%	63%	71%	+8%
I have opportunities in my primary work unit for professional success that are similar to those of my colleagues	69%	75%	80%	+5%	64%	73%	+9%	58%	65%	+7%
My ideas are seriously considered in my primary work unit	74%	76%	77%	+1%	67%	74%	+7%	63%	76%	+13%
I have a voice in the decision-making that affects my work in my primary work unit	69%	69%	73%	+4%	62%	67%	+5%	62%	71%	+9%
My experience in my primary work unit has had a positive influence on my professional growth	73%	76%	83%	+7%	70%	76%	+6%	64%	73%	+9%

# Climate Variance by Years of Service

	Overall B&F 2021	10.1 - 15 Years 2019	10.1 - 15 Years 2021	% Change	15.1 - 20 Years 2019	15.1 - 20 Years 2021	% Change	20.1+ Years 2019	20.1+ Years 2021	% Change
I feel valued as an individual in my primary work unit	81%	69%	84%	+15%	70%	78%	+8%	78%	79%	+1%
I feel I belong in my primary work unit	82%	80%	82%	+2%	77%	81%	+4%	76%	82%	+6%
My primary work unit has a strong commitment to diversity, equity, and inclusion	78%	68%	76%	+8%	69%	73%	+4%	69%	79%	+10%
I am treated with respect in my primary work unit	85%	76%	84%	+8%	78%	82%	+4%	73%	82%	+9%
My primary work unit is a place where I am able to perform up to my full potential	73%	64%	71%	+7%	66%	65%	-1%	68%	76%	+8%
I have opportunities in my primary work unit for professional success that are similar to those of my colleagues	69%	53%	70%	+17%	59%	62%	+3%	61%	66%	+5%
My ideas are seriously considered in my primary work unit	74%	62%	74%	+12%	70%	72%	+2%	66%	73%	+7%
I have a voice in the decision-making that affects my work in my primary work unit	69%	56%	67%	+11%	70%	66%	-4%	64%	69%	+5%
My experience in my primary work unit has had a positive influence on my professional growth	73%	60%	75%	+15%	55%	64%	+9%	62%	71%	+9%