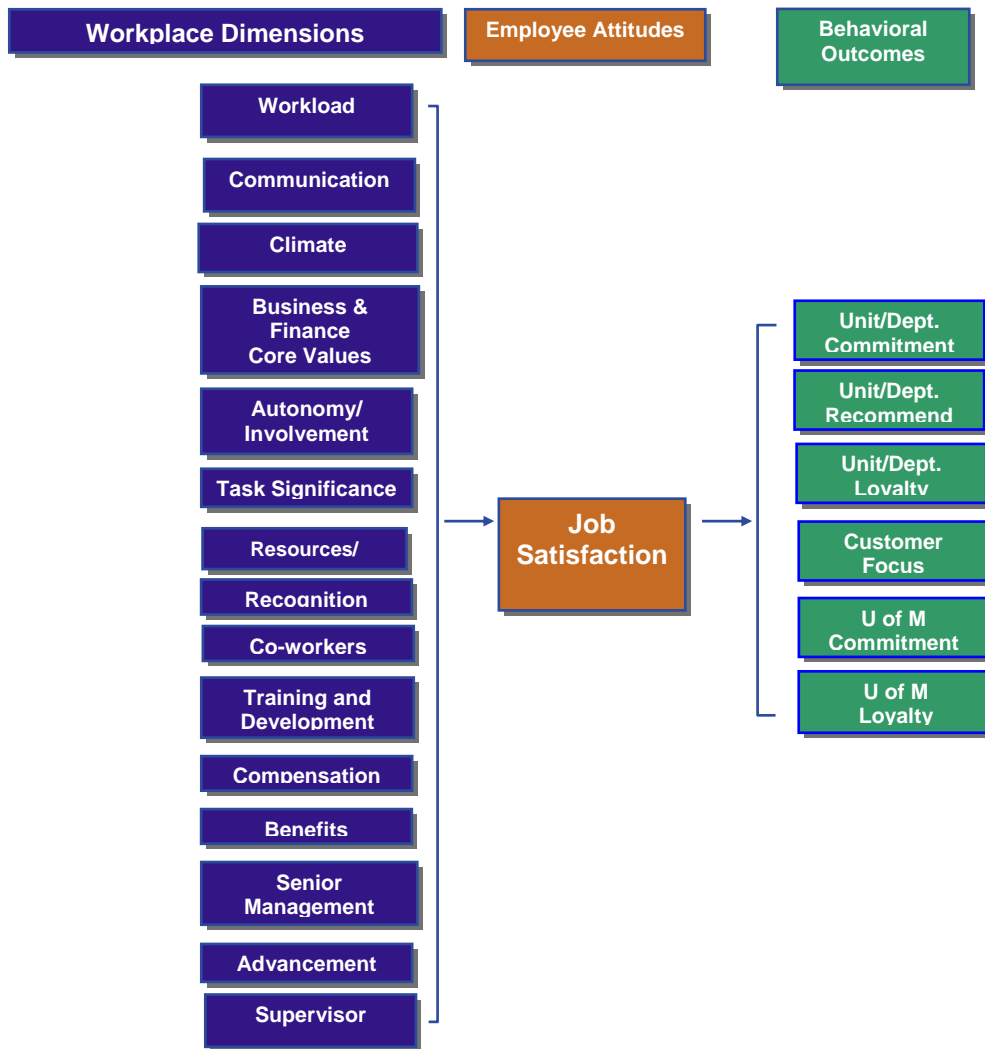


APPENDIX II – Employee Survey Dimensions Summary

Business and Finance Overall model

In addition to calculating the “index score” or average rating on each dimension, the consultants at CFI use a computer model to plot each individual response for each question on a graph, in order to discover which dimensions have the most impact on overall satisfaction, commitment and the desired behavioral outcomes. Based on our responses, here is a simplified model for Business & Finance. As part of follow-up activities, we will use the CFI model to help prioritize what needs to be done to increase overall satisfaction, morale, commitment and success.



RESULTS

Research on organizational behavior has shown that job satisfaction is a key indicator of overall success as an organization.

Job Satisfaction

The introduction to this of the section of the survey reads, “The following items ask about your feelings about your work”.

The items and their scores are as follows:

77- Job Satisfaction
79- I enjoy the type of work I do
78- I make a difference in my unit/department
76- My job is interesting
75- My job gives me a sense of accomplishment

Work Place Dimension #1 – Co Workers

The people with whom you work and the supervisor to whom you report are two of the most critical factors, not only for workplace satisfaction, but for a team’s effectiveness in getting the job done. This is how we responded about co-workers.

Note that overall we are more strongly positive about our immediate co-workers than we are about working with other units outside our “silo.”

The introduction to this section reads, “The following items ask about collaboration and teamwork within your department or unit.”

72- Co-workers	<i>(CFI 1.2)</i>
77- Someone in my unit/department cares about me as a person	
75- I can count on my co-workers to help out when needed	
72- My co-workers and I work as part of a team	
73- I am consistently treated with respect by my co-workers	
73- When I joined my unit/department, I was made to feel welcome	
70- I trust my co-workers	
70- People care about each other in my unit/department	
65- My workgroup collaborates effectively with other workgroups or departments	

Comments included:

- “The people I work with are great people and that makes it worth it to come to work each day.”
- “[It is important to me] that my co-workers continue to be here. We have a strong team that cares for each other. That is a big part of my job satisfaction.”

- “The only obstacle [is] other employees who complain about [the work] they are doing....it can sometimes bring me down.”

Work Place Dimension #2 – Task Significance

An important question for most people is, “does my work make a difference?” The CFI analysis tells us that task significance has the second highest impact on B&F employee satisfaction. While most of us appear to understand how our individual work supports the mission of our own department, we gave significantly lower responses to the questions about the relationship between our individual jobs and the goals of the University.

The introduction to this section reads, “The following items ask about your work as it relates to the mission and goals of your unit/department and of the U of M.”

72- Task Significance	<i>(CFI 1.0)</i>
80- I know what is expected of me at work	
80- I understand how my work supports the mission of my unit/department	
75- I understand how my work supports U of M’s mission	
74- I understand how my work supports the mission of Business and Finance	
66- The goals of my unit/department are clear to me	
63- Work is organized so each person can see the relationship between the job and the goals of the organization	
63- My supervisor has a clear view of where unit/department is going	

Comments included:

- “[It is important to me] that I’m helping my co-workers and the university community to be more safe and productive. This makes the whole world a better place.”

Work Place Dimension #3 – Benefits

Benefits such as health insurance and retirement contributions are important to each person’s sense of security as well as a sense of being valued.

The introduction to this section reads, “The following items ask you to evaluate the University’s employee benefits.”

72- Benefits	<i>(CFI.4)</i>
75- U of M's benefits package has been adequately explained to me	
75- The benefits package is a significant factor in my decision to stay at U of M	
72- U of M's benefits package meets my needs	
65- My costs associated with the benefits plan are reasonable	

Comments:

- “U of M has excellent benefits.”
- “[It is important] that the health benefits keep up with the health costs.”

Work Place Dimension #4 – Resources/ Environment

The introduction to this section reads, “The following items ask about the tools and resources needed to do your work and your physical environment.”

71- Resources/Environment	<i>(CFI.6)</i>
72- The physical environment allows me to do my job	
71- I have the necessary resources, tools or equipment to do my job	

Comment:

- “The cubicle arrangement creates a large amount of noise that can make it difficult to concentrate.

Work Place Dimension #5 – Supervisors

According to research, the supervisor may be the most critical factor in workplace satisfaction and in organizational effectiveness.

Here’s how we rated the B&F supervisors:

How Do You Rate Your Supervisor?	%
Outstanding	24%
Above Average	38%
Average	23%
Below Average	10%
Far Below Average	5%

In addition to asking the previous question, the survey prompted, “The following items ask about your supervisor’s relationship with you and your supervisor’s managerial skills.”

69-Supervisor	<i>(CFI.5)</i>
75- My supervisor treats me with respect	
75- My supervisor trusts me	
73- My supervisor is approachable and easy to talk with	
73- My supervisor is ethical in day to day practices	
72- My supervisor cares about me as a person	
71-My supervisor considers my ideas	
69- My supervisor recognizes me for doing good work	
67- My supervisor gives me constructive feedback on my performance	
66- My supervisor communicates well	
65- My supervisor is an effective decision-maker	
64- My supervisor creates an environment that fosters trust	
60- My supervisor manages people effectively	
57- My supervisor deals effectively with poor performance	

Comments:

- “We feel like we are ignored and expendable.”
- “I do [the job] in a way that makes individuals around me have an easier and quicker way of doing their job, but supervisors block me from doing the best that I can. They treat [some] employees as if they are subhuman.”

Work Place Dimension # 6 – Autonomy /Involvement

The ability to have an element of control over one’s own work is a major factor in most people’s commitment to the excellent work. The introduction to this section reads simply, “The following items ask about your work.”

64- Autonomy/Involvement	<i>(CFI.6)</i>
70- I have control over how I do my work	
62- My opinion counts at work	
61- I have a say in decisions that affect my work	

Work Place Dimension #7 – Advancement

Opportunity, and the ability to look forward to growth and development are significant in any employee’s commitment to the organization.

The introduction to this section reads, “The following items ask you to evaluate opportunities for promotion and advancement within U of M.”

64- Advancement	<i>(CFI.1)</i>
73- Information about job vacancies within U of M is readily available	
59- Opportunities for advancement or promotion exist with U of M	
56- I know what is required of me to advance within U of M	

Comment:

- “There is no career path (no way to get promoted); there is no way to get base-building pay increases.”

Work Place Dimension #8 Workload

The introduction to this section reads, “The following items ask about your workload and your work-life balance.”

61- Workload	<i>(CFI.6)</i>
63- Work is distributed fairly within my workgroup	
56-My workgroup has enough employees to handle the work	

Comments:

- “Unrealistic project schedules made by others ... that I am responsible for maintaining ... I am so bogged down by paperwork and process that I hardly have any time to [do the work.]”
- “We are so understaffed, yet expected to perform the same as if we weren’t ... [example] has been added onto our duties. How can we do both?”
- “The greatest obstacle to doing my best work is time... B&F spends too much time on meetings... not directly related to the work.”

Work Place Dimension #9– Recognition

Being recognized as an individual and as an important part of the organization is at the heart of most people’s motivation.

The introduction to this section reads, “The following items ask about the recognition and praise that you receive for your work.”

60-Recognition	<i>(CFI.3)</i>
69- My customers recognize my good work	
56- I get appropriate recognition when I have done something extraordinary	
59- My contributions are valued by members of the U of M Community	
53- Expressions of thanks and appreciation are common in my unit/department	

Comments:

- “Employee appreciation is not about form letters and free donuts and cider. It is about real recognition for a job well done.”
- “It would be nice when passing a member of the ‘lead team’ to be acknowledged with a hello, no matter what position/level you happen to be.”
- “The CFO ... finds time to send out positive emails even if he [is not personally familiar with] the thing he is praising. This has been a powerful tool for managers to get their staff recognition and it really makes a difference.”

Work Place Dimension #10 – Training and Development

Training and development apply both to the training needed to perform the work you are assigned, and the acquisition of new skills for increasingly responsible work.

The introduction to this section reads, “The following items ask about your training and development.”

60- Training and Development	<i>(CFI.0)</i>
64- I have received the necessary training to do my job well	
62- have had opportunities at work to learn and grow in the past year	

59- Someone has talked to me about my progress in the past year
58- There is someone at work who encourages my development
57- My unit/department offers the training/education that I need to grow in my job

Comments:

- “Formal opportunities ... to increase my job knowledge enable me to be more effective and engaged, as well as ... advancing my career.”
- “Need to get training on new technologies in the market at least once a year.”

Work Place Dimension # 11– Climate

In addition to the more tangible dimensions, in great places to work there is a feeling of trust, fairness, and integrity.

The introduction to this section and the following section about B&F core values reads, “The following items ask you to evaluate the culture and climate of your unit/department and of Business & Finance as a whole.”

59- Climate (CFI.02)
62- Integrity is a hallmark of my unit/department
61- I am comfortable expressing my opinions even if contrary to prevailing beliefs
60- People in my unit/department are treated fairly
60- I am able to express my opinions without fear of repercussions
57- A climate of trust exists in my unit/department
55- If I am unfairly treated, I believe I will be given a fair shake if I appeal
56- Everyone is encouraged to voice opinions, even if contrary to prevailing beliefs

Comment:

- [We need more] real open dialogue with department heads and supervisors interested in acknowledging the problems we have and earnestly working to fix them. Foster an environment of trust between the upper management, all the way down to the workers. Rather than ... lip service to “respecting employees” really treat them with respect ... by deeds.”

Work Place Dimension #12 – B&F Core Values

This dimension received some of the lower scores. Perhaps this is not surprising given that

- Many staff commented that they were unaware that their departments were part of a “Business & Finance organization.”
- Committee members fielded a number of questions from non-financial areas about why that particular unit would report to the CFO.
- The concept of overall unifying values was brand new this last year, and has not yet taken root for many people.

In the survey, the following items were grouped with the “climate” items in Dimension #11.

58- Business & Finance Core Values (CFI.0)
62- Ignoring Business and Finance core values will get you in trouble
59- There is a clear/consistent set of values that governs the way we do business
54- All units/departments of Business and Finance share common values

A theme in several comments was the need to ensure that leadership and managers are “walking the talk” of these values, such as treating others with respect and trust.

Work Place Dimension #13 – Communication

A free flow of information upwards, downwards, and sideways leads to the greatest productivity as well as has an impact on employee satisfaction.

The introduction to this section reads, “The following items ask about communication as it applies to you, and about communication within your department or unit.”

58- Communication (CFI.4)
63- I am informed about matters that affect my job
62- I am informed about activities occurring within my unit/department
60- Information about the University is shared openly in my unit/department
54- Customer feedback is shared throughout my unit/department
47- Reasons for making changes are communicated before changes are made

One representative comment:

- “COMMUNICATION: Tell us what’s going on. Listen to us. Answer our questions. Ask US questions. Don’t treat us like we don’t matter!”

Work Place Dimension #14 – Senior Management

The introduction to this section reads, “The following items ask about your senior management ... defined as your supervisor’s supervisor’s supervisor [for example] directors, assistant directors, associate VP’s”

54- Senior Management	<i>(CFI .0)</i>
55- Senior management effectively communicates the goals of our unit/department	
55- Senior management demonstrates practices consistent with unit/department values	
53- Senior management keeps employees informed	

Comments:

- “I have seen our director [in] our office only once in five years. It would make people feel like they mattered if he would walk through the office once in a while just to say “hi” and get to know who works for him.”

Work Place Dimension #15 – Compensation

The introduction to this section reads, “The following items ask you to think about your annual salary or pay rate.”

51- Compensation	<i>(CFI .0)</i>
59- I understand how my base salary is determined	
54- My salary/pay is a significant factor in my decision to stay at U of M	
51- I am fairly paid for the work I do	
45- Salary/pay increases are appropriate	
45- My salary/pay is competitive compared to similar jobs at other organizations	

Comments:

- “[There should be] regular increases to base, this is not currently happening. My general feeling is the best way to get an increase is to leave this department.”

Behavioral Outcomes #1 – Customer Focus

“Workplace outcomes” describe behaviors that make the organization successful. Business and Finance staff rated themselves quite highly on these items. This probably reflects a shared value that is being “walked” as well as “talked.”

The introduction to this section read, “The following items ask about your experience working with customers.”

83- Customer Focus
86- I enjoy helping solve customers' problems
83- I do all that I can within budgetary constraints to satisfy customers
79- I am able to address my clients'/customers' concerns

Comments:

- “They don’t treat me as just a rule enforcer, but as a friend that they can call on to help them.”
- “Given the nature of my work, it’s best when people don’t think about me. That means [that the resources that they need are there] for their everyday work life at UM.

Behavioral Outcomes #2 – UM Loyalty and Commitment

People who are committed to an organization are more likely to feel satisfied with their work, and to contribute more to the organization’s success. As a group, we are strongly committed to the University, and to our various departments. The introduction to this section reads, “The following items ask about your feelings toward the U of M.”

81- U of M Commitment
84- I care about the future of the U of M
83- I am proud to work for the U of M
82- I have a strong commitment to the U of M
77- I feel a strong sense of belonging to the U of M
75- I enjoy discussing the U of M with people who do not work here

75- U of M Loyalty
82- If it is up to me, I will be working at U of M one year from now
75- I stay at U of M if offered a similar job at the same salary
61- I stay at U of M if offered a similar job at a 5% higher salary

Behavioral Outcomes #3– Unit/Dept Loyalty, Commitment and Recommend

The introduction to this section reads, “The following items ask about your feelings toward your unit/department.”

74- Unit/Dept. Commitment
82- I care about the future of my unit/department
77- I have a strong commitment to my unit/department
74- I am proud to work for my unit/department
70- I feel a strong sense of belonging to my unit/department
63- I enjoy discussing my unit/department with people who do not work here

67- Unit/Dept. Recommend
67- I recommend my unit/department to someone looking for a good place to work

63- Unit/Dept. Loyalty
70- If it is up to me, I will be working in my unit/department one year from now
65- I would stay in my unit/department if offered a similar job at the same salary
44- I would stay in my unit/department if offered a similar job at a 5% higher salary

OTHER

These items contain additional information that contributes to the understanding of additional workplace attributes.

81- My contributions are valued by members of the University community
80- I think of ways to improve how we do things in my unit/department
66- I receive more positive than negative feedback at work
61- Attempts to create change are usually met with resistance
38- The demands of my job interfere with my personal life
48- In the last 7 days I have received recognition or praise for doing good work