

# 2023 EMPLOYEE ENGAGEMENT SURVEY RESULTS





"YOU CAN DESIGN AND CREATE, AND BUILD THE  
MOST WONDERFUL PLACE IN THE WORLD. BUT IT  
TAKES PEOPLE TO MAKE THE DREAM A REALITY."  
- WALT DISNEY

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# FROM THE DPSS EMPLOYEE ENGAGEMENT COLLABORATIVE

On behalf of the DPSS leadership team, please find the enclosed results from the 2023 Employee Engagement Survey data.

The DPSS Employee Engagement Collaborative - comprised of Diversity, Equity, Inclusion (DEI), Organizational Structure, Human Resources (HR), and Strategic Communications team members - have spent time analyzing survey result data, pulling through insights, and bringing this report to life in a way that we hope is digestible and actionable for the entire DPSS division.



As we share this important information with you, we'd like to take a moment to extend our thanks to everyone who took the time to participate in

last year's survey. Your feedback is instrumental in helping DPSS better understand our culture, identify strengths, and pinpoint areas for growth.

In years past, the division has made it a priority to lean into the insights gleaned from this survey to identify opportunities for change. Of note, since 2021, we have seen a significant 7% increase in employee engagement, marking the beginning of what we hope to be a substantial positive trend. This increase is a testament to the efforts made as a direct result of past surveys, and is something we'd like to underscore with the new results in mind. As you review this information, it's important to do so with the lens of how we can collectively and continually improve on behalf of the organization and employees.

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**"POSITIVE CHANGE FOR OUR COMMUNITY, AND IMPORTANTLY FOR OUR STAFF, STARTS HERE."**

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As with any organization, we know there are challenges to overcome, just as there are strengths to celebrate. With a DPSS strategic priority being enhancing workforce & organizational development, we hope you will join us in thinking about how we can use these results to provide "Service beyond expectations" and deliver on being a global leader in safety and security services. Positive change for our community, and importantly for our staff, starts here.



# INTRODUCTION

A core tenant of our commitment to making our campuses safe and secure is to go above and beyond to provide excellent service to our community. We believe service to our DPSS staff is the first step in fulfilling this important responsibility.

The Employee Engagement Survey is designed to assess current staff views and perceptions of our workplace for the purpose of informing ways that the division can improve as an employer. Such surveys help our department to understand several important factors of organizational health, including:

- **Employee sentiment** - How employees feel about their roles, company culture, and the overall work environment helps to identify areas that are working well and those that need improvement.
- **Ways to enhance productivity** - Engaged employees are typically more productive. Surveys help pinpoint factors that drive engagement, allowing us to foster a more motivated and efficient workforce, and boost overall performance and department outcomes.
- **Factors in improving retention** - Engaged employees are more likely to stay. By identifying factors that contribute to employee dissatisfaction, DPSS can proactively address issues and reduce turnover rates.



- **Communication opportunities** - Surveys often uncover key communication breakdowns and areas where improvements can be made. Addressing these issues can lead to a more transparent and cohesive work environment.
- **Change management** - Growth requires change, and the first step in facilitating positive changes is to understand where the key areas of opportunities lie.

Results and insights gleaned from the survey help to gauge work dimensions managed by DPSS leadership such as employee assignments, processes and policies; communication, trust and recognition.

ENSURING A SAFE  
**M** COMMUNITY



## Why Focus on Employee Engagement?

The focus on employee engagement over other measures such as employee satisfaction was intentional. This is because an engaged employee is likely a satisfied employee, but a satisfied employee is not necessarily engaged. Employee engagement measures job satisfaction, in addition to motivation and effectiveness. It measures how an employee experiences their work. The results from this survey will ideally help us understand what will help our staff thrive within DPSS, both intellectually and emotionally.

Engaged employees are not merely satisfied with their jobs; they are emotionally invested in the success of the organization. They go above and beyond their assigned duties, proactively seeking out opportunities to contribute, innovate, and excel. In addition, they are more likely to collaborate with their colleagues, share ideas openly, and take ownership of their work.

These factors collectively help to create a recipe for organizational excellence.

One of our strategic priorities as a division is to continuously work to improve organizational efficiency and effectiveness – conducting and acting on the results of this survey upholds this critical priority.

We hope this report will help to guide conversations for ways to improve all areas of DPSS.

## Design + Methods of Conducting The Survey

The DPSS Employee Engagement Survey was open from November 27-December 15 2023. DPSS partnered with the U-M Shared Services Center (SSC) and utilized the SSC Qualtrics-based survey system designed specifically for employee engagement.

Invitations were sent to 471 DPSS permanent employees, yielding a 63% response rate. We are pleased that DPSS increased its overall engagement score by seven percent this year from the previous bi-annual survey in 2021. All DPSS departments had participation rates of 52% or higher, with three departments having a participation rate at or over 85%.



Respondents were asked 51 survey questions, some of which were included in previous DPSS surveys. For most questions, respondents rated items on a five-point scale from strongly disagree (1) to strongly agree (5). Respondents were also given an opportunity to provide two open-ended responses regarding areas of improvement.

### What Was Measured?

The survey captured staff perceptions of connection, job satisfaction, and engagement, including:

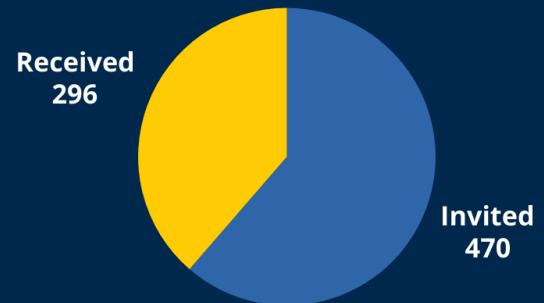
- Collaboration and teamwork
- Culture and climate
- Training and career development
- Communication
- Diversity, equity and inclusion

Our survey contained questions that included “drivers”, or the theme under which questions fall e. Drivers and their associated questions were leveraged specifically in questions 6 - 48, which can be read as important factors that impact a performance measure. For example, a culture driver question might be “My unit fosters a culture that values diversity” or “Integrity is important in my department.” The DPSS survey measured multiple drivers including perceptions surrounding work, development, accountability and advancement, among other factors.

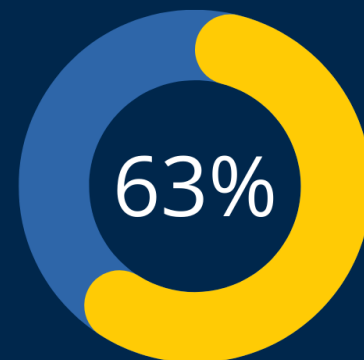
Survey results were analyzed collectively accounting for all division employees and by work role and department. Results are also explored by demographic characteristics. You can refer to all the detailed data in the appendix. Approaching results in this manner helps us to derive valuable insights on both a department and individual basis, fostering a more holistic view.

## PARTICIPATION AND ENGAGEMENT

### Survey Responses Received



### Participation Rate



**“Drivers” help categorize factors affecting performance, aiding businesses in identifying effective elements and improving employee satisfaction.**

# KEY FINDINGS

## Overall Employee Engagement Score

Perhaps one of the most important data points to highlight while looking at key findings is the **overall engagement score**. It reflects the overall level of engagement in our organization, and is based on an average of favorable responses scored across the following four questions:

- Overall, I am satisfied with the University of Michigan Division of Public Safety and Security
- I would recommend DPSS as a great place to work
- I am proud to work for DPSS
- I rarely think about looking for a new job with another organization

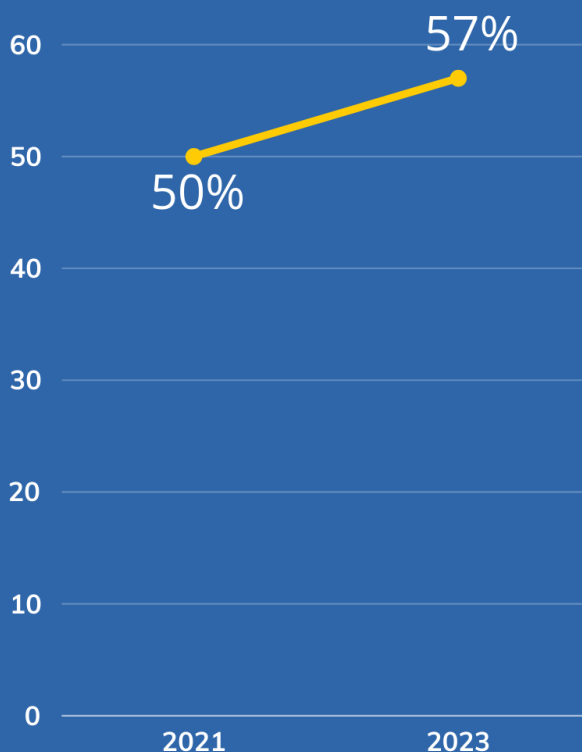
**DPSS has an overall engagement score of 57%, which was an increase from 50% in 2021.** All four engagement questions noted above showed improvements from 2021, with scores across DPSS departments ranging from 30% to 74%. While the DPSS overall employee engagement score is still below the national average of 74%, the improvements highlight the positive actions taken within our organization.



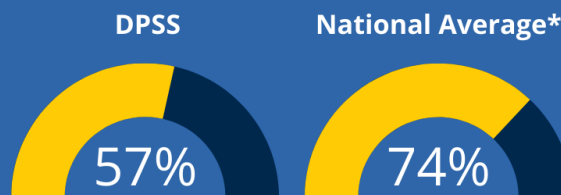
The **overall employee engagement score**, derived from key questions, measures how engaged, motivated, and committed employees are to their work

## OVERALL ENGAGEMENT GROWTH

### Score Growth Trend



### Compared to National Average



\*National averages encompass all industries not just public safety





Higher numbers indicate more “Agree” or “Strongly Agree” responses. For example, 84% means 84% of respondents “Agree” or “Strongly Agree” with that driver.

### DPSS Highest Scoring Engagement Drivers and Questions

The highest-scoring drivers showcase areas where employees feel particularly satisfied, motivated, and engaged within the organization.

For DPSS, respondents reveal a strong sense of teamwork, with 88% emphasizing the collaborative aspect of their work environment. Additionally, serving the ranks is high at 88%, underscoring a shared commitment to making a positive impact. Both of these questions saw an increase from 2021 survey data.

Two other areas of note : 82% of respondents expressed both a keen understanding of the impact Diversity, Equity, and Inclusion (DEI) philosophies have on the services provided by DPSS, and a solid understanding of our mission, vision, core values, and strategic goals. With these results, it’s clear that the division is strongly aligned with our defined mission, vision and priorities.

Furthermore, 81% of respondents expressed enjoyment in the type of work they do, indicating a high level of job satisfaction within the team. This number was a 5% increase from 2021, showcasing a noteworthy positive trend.

## HIGHEST SATISFACTION DRIVERS & QUESTIONS

### Highest Scoring Drivers



**84%**

Collaboration & Feedback



**82%**

Mission & Goals



**74%**

Culture



**72%**

Customers

### Highest Scoring Questions



**88%**

My co-workers and I work as part of a team



**88%**

Serving the community is a top priority



**82%**

I understand mission, vision, core values and strategic goals



**82%**

I understand the impact DEI philosophies have on DPSS services



In 2021, the lowest- scoring drivers and questions improved, a positive trend, yet significant work remains in these critical areas.

### DPSS Lowest Scoring Engagement Drivers and Questions

The data highlights several areas where employees expressed lower levels of satisfaction, underscoring important opportunity areas for the division as a whole to build solutions around.

Only 31% of respondents believe that positive action will be taken based on the survey results, indicating a potential gap between feedback collection and implementation of improvements. Just 39% feel they have a say in decisions that impact their work, suggesting a perceived lack of involvement in the decision-making process.

Communication appears to be another area of growth, with only 40% of employees feeling that changes are effectively communicated within the organization. Moreover, only 43% believe their ideas are seriously considered, indicating a potential disconnect between employee input and management responsiveness. Additionally, there's a perception among only 46% of respondents that internal candidates receive fair consideration for open positions, noting concerns related to internal mobility and career development opportunities.

These insights showcase the need for focused attention on communication, employee involvement in decision-making, and transparency in organizational

processes. However, it should be noted that all of the lowest-scoring drivers and questions were increased from the 2021 survey, which is positive, though there is clearly much work to be done in these key areas.

### LOWEST SATISFACTION DRIVERS & QUESTIONS

#### Lowest Scoring Drivers



**58%**

Climate



**55%**

Communication



**52%**

Engagement Survey Accountability



**51%**

Promotion & Advancement

#### Lowest Scoring Questions



**46%**

Internal candidates receive fair consideration for open positions



**40%**

My ideas are seriously considered in my department



**39%**

Changes are communicated effectively



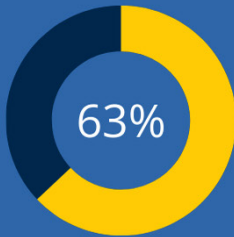
**30%**

I think positive action will be taken based on the results from this survey

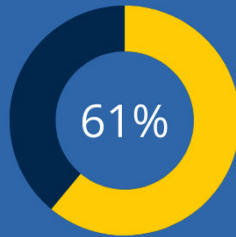


## HIGHEST DEMOGRAPHIC/GROUP ENGAGEMENT

### Identity

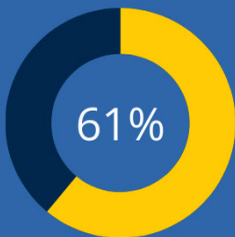


Female Identity

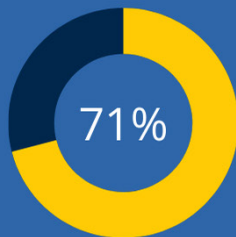


African American/  
Black Identity

### Age

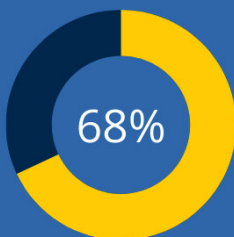


0-30 aged

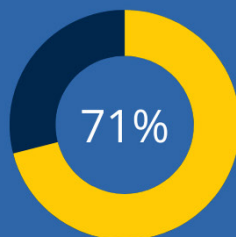


61+ aged

### Years of Service/Education



0-2 Years of Service



HS Graduate or Equivalent

## Noteworthy Demographic Variations

As with any data set, there are important considerations with regard to the employees taking the survey. Looking at demographic variations helps us to understand data trends within specific groups, which further helps to identify areas of growth for DPSS. In other words: Considering demographic variations provides further insights into potential improvements based on the individuals who make up that team, to help drive change that is most impactful to them.

The DPSS survey results reveal notable demographic variations in overall engagement levels. The highest engagement is observed among staff with a high school or equivalent education, employees aged over 61, those with under two years of service, non-union staff, and female employees. In contrast, the lowest engagement levels are found among members of the Command Officers Association of Michigan union, staff with 15-20 years of service, those holding an Associate or Master's degree, and employees aged 31-40. These insights help to drive important follow up conversations and feedback across DPSS as leadership prioritizes changes aimed to increase employee engagement.

## LOWEST DEMOGRAPHIC/GROUP ENGAGEMENT

Service  
Years 15.1-  
20 years  
46%



COAM  
46%

51-60 Aged  
53%

Key Drivers and Questions

Another important element to highlight, specifically related to action steps, is the key drivers and their associated questions of engagement that are most important for our staff. The included graph showcases what’s been shown as important to our staff and how DPSS performs specifically to those drivers and questions.

The highest-performing drivers and questions include:

- “Integrity is important in my department (Culture)”
- “People in my primary work unit are treated fairly (Culture)”
- “I feel valued as an individual in my department (Climate.)”

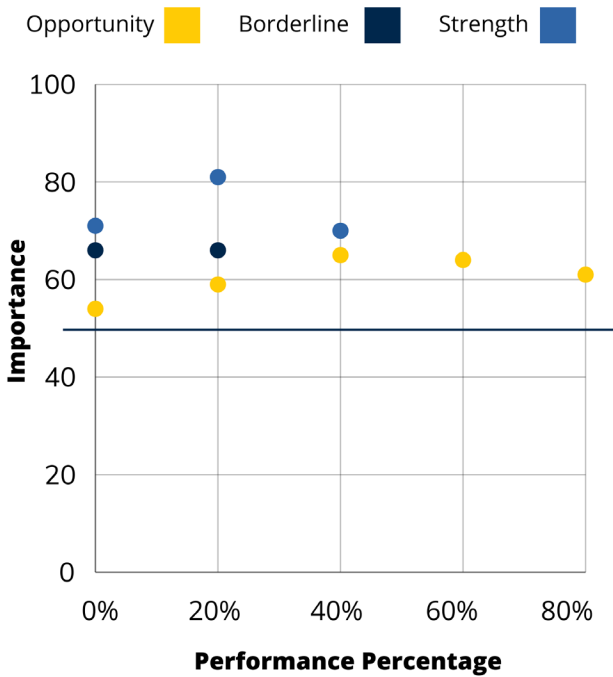
These areas showcase strengths in division integrity, fairness, and individual recognition. However, there are also areas for improvement, particularly in the perception that:

- “Positive action will be taken based on the results from this survey (Engagement Survey Accountability)”
- “I have a say in decisions that affect my work (Work).”

There is a need for better follow through on division survey results and increased employee involvement in decision-making overall. Additionally, areas such as effective change communication and fair consideration for internal candidates for DPSS opportunities show room for growth. As a department, focusing on these key drivers and questions can enhance overall engagement and the creation of a more supportive work environment, specifically in these key driver areas that employees have indicated are important to them.

QUESTIONS RANKED BY  
RELATIONSHIP TO ENGAGEMENT

|                                                                             |     |
|-----------------------------------------------------------------------------|-----|
| I think positive action will be taken based on the results from this survey | 54% |
| People in my primary work unit are treated fairly                           | 71% |
| My opinion is valued at work                                                | 66% |
| Changes are communicated effectively                                        | 59% |
| My department implements changes effectively                                | 65% |
| Internal candidates receive fair consideration for open positions           | 64% |
| A climate of trust exists in my department                                  | 66% |
| Integrity is important in my department                                     | 81% |
| I feel valued as an individual in my department                             | 70% |
| I have a say in decisions that affect my work                               | 61% |



# COMPARISONS WITH PAST SURVEYS

Employee surveys were held in 2015, 2017, and 2021. The 2015 & 2017 surveys have centered around employee satisfaction, while the 2021 and 2023 surveys focus on employee engagement. Some questions are similar enough to compare our progress over time. However, fluctuations may be attributed to changes in the phrasing of the new questions.

Comparing the responses from year to year is a powerful way to derive insights, and helps to shape how we view progress and improvements.

The employee engagement report for 2023 reveals a significant improvement in job satisfaction, with 81% of employees expressing satisfaction with the work they do, up from 57% in 2015.

This positive trend is echoed in overall employee engagement, which has increased from 50% in 2021 to 57% in 2023.

Similarly, the sense of being appreciated and welcomed when collaborating with other departments rose from 55% in 2021 to 61% in 2023, indicating better inter-departmental relationships.

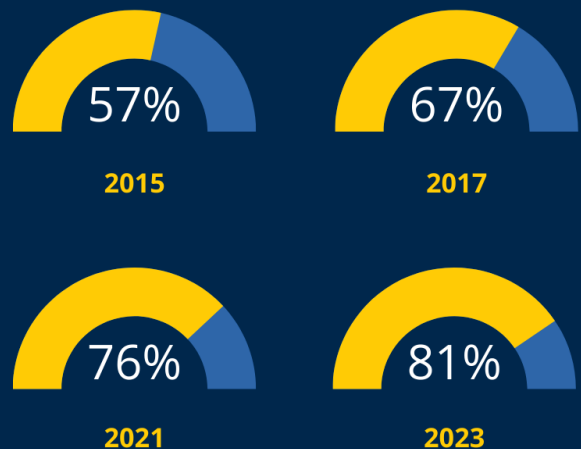
## OVERALL ENGAGEMENT



## DRIVER QUESTION COMPARISONS WITH PAST SURVEYS 2015-2023

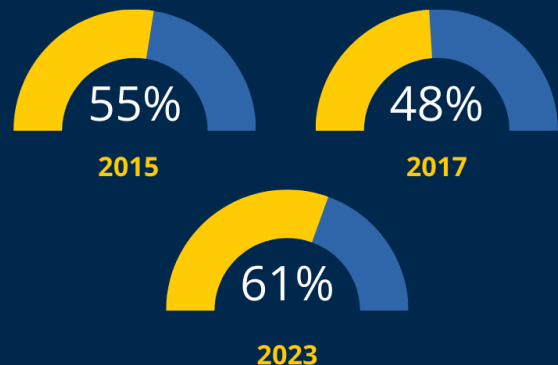
### Job Satisfaction

In my position, I have satisfaction with the work I do



### Collaboration & Teamwork

When I work collaboratively with other DPSS departments, I feel appreciated and welcome





## NOTABLE GROWTH QUESTIONS

### Collaboration & Teamwork

People care about each other in my department



### Promotion & Advancement

Opportunities for my advancement or promotion exist within DPSS

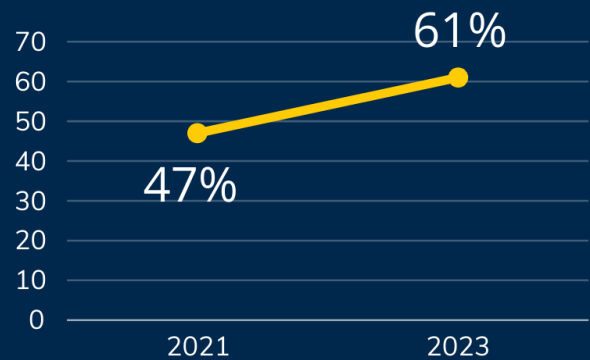


There are also notable improvements in employee sentiment regarding their growth and recognition. From 2021 to 2023, employees reported a significant increase in feeling appreciated during collaborative efforts (up 6%) and in believing that their department implements changes effectively (up 9%). Additionally, the perception of opportunities for advancement within the department has grown substantially, from 34% in 2021 to 49% in 2023.

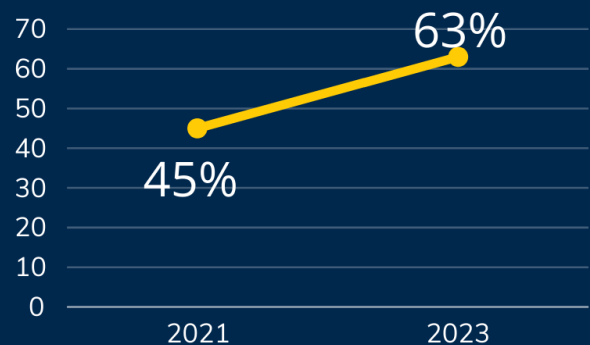
Significant positive trends across various demographic groups are highlighted, showcasing the effectiveness of our initiatives to foster an inclusive and supportive workplace. Engagement among our African American/Black identifying staff surged by 14% since 2021, and Hispanic/Latinx identifying staff saw an 11% increase. Female staff engagement rose by a significant 18%. Younger employees, particularly those aged 0-30, reported a 19% rise in engagement, and those aged 31-40 experienced an 18% increase, indicating effective strategies to attract and retain younger talent. Additionally, employees with service years ranging from 2.1 to 5 years saw a 13% boost in engagement, highlighting the positive impact of our efforts to support and develop mid-career staff. These trends underscore our progress in building

## DEMOGRAPHIC GROWTH ENGAGEMENT COMPARISONS

### African American/Black Identity



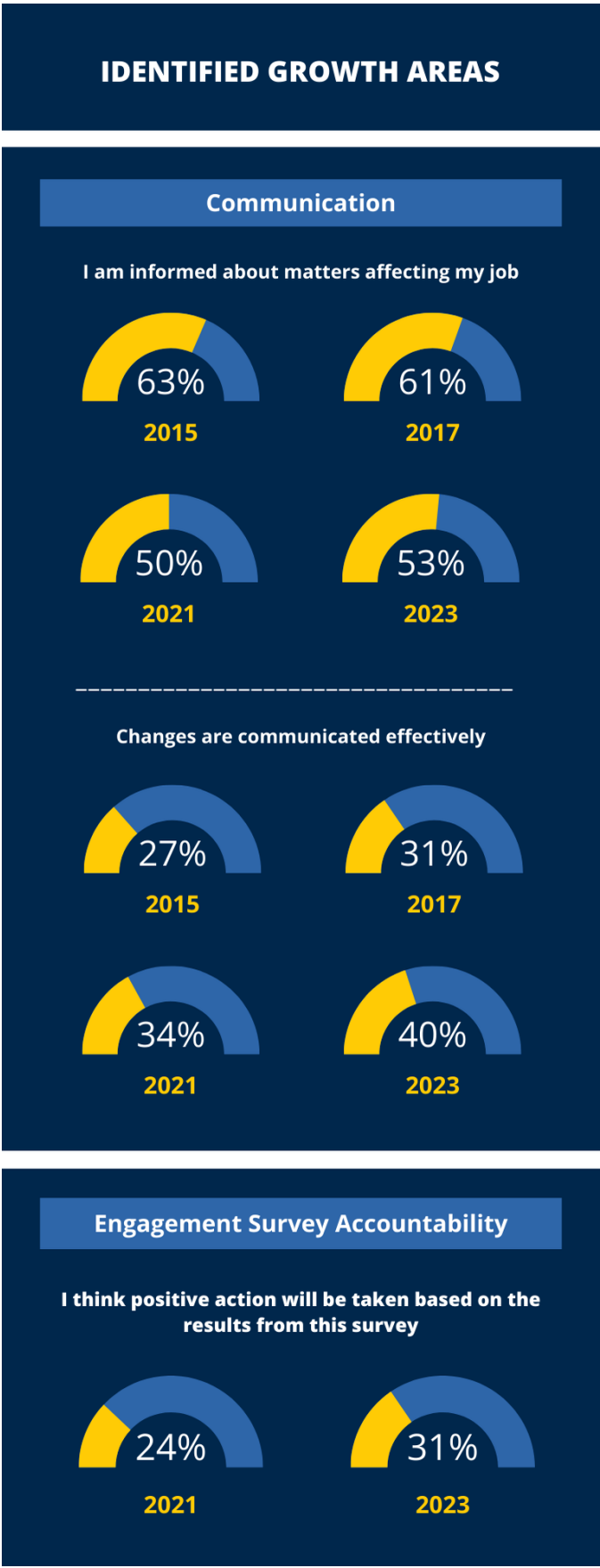
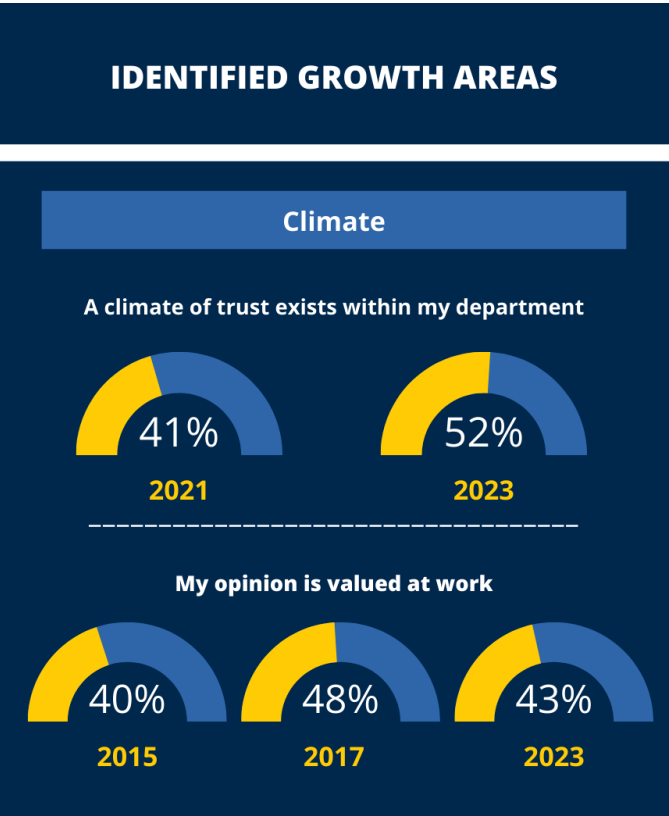
### Female Identity



a more engaged, diverse, and inclusive workforce.

Despite these gains, areas such as communication and trust still need attention. Only 53% of employees feel informed about matters affecting their jobs, and just 40% believe that reasons for making changes are communicated effectively, though this is an improvement from previous years (27% in 2015). Trust within departments remains low, with only 52% feeling a climate of trust exists, but this has improved from 41% in 2021. The perception that everyone’s opinion is valued has also seen a modest increase from 48% in 2021 to 53% in 2023.

Overall, while satisfaction with job roles and inter-departmental collaboration is on the rise, DPSS will continue to focus on improving communication and fostering a climate of trust to sustain and enhance employee engagement levels.



# FOCUS FORWARD



As we review the results from the 2023 data, it's important to think about the ways in which our division can leverage this information to drive what is certainly the most important outcome of all: **positive change.**



**In years past, survey results ignited a variety of efforts aimed at increasing engagement, including:**



Creation of the DPSS Store and providing all staff in July 2023 with a store credit



A wellness page on the Communications Hub to include resources and information to support our staff



A dedicated staff member for organizational development and culture



Celebrating our successes including the 10-year anniversary of the creation of DPSS



Technology and equipment improvements including radios and systems



The creation of the Division Training and Education Center



A consistent onboarding process for all new DPSS employees



Updated the appearance and grooming standards to include a new beard and tattoo policy

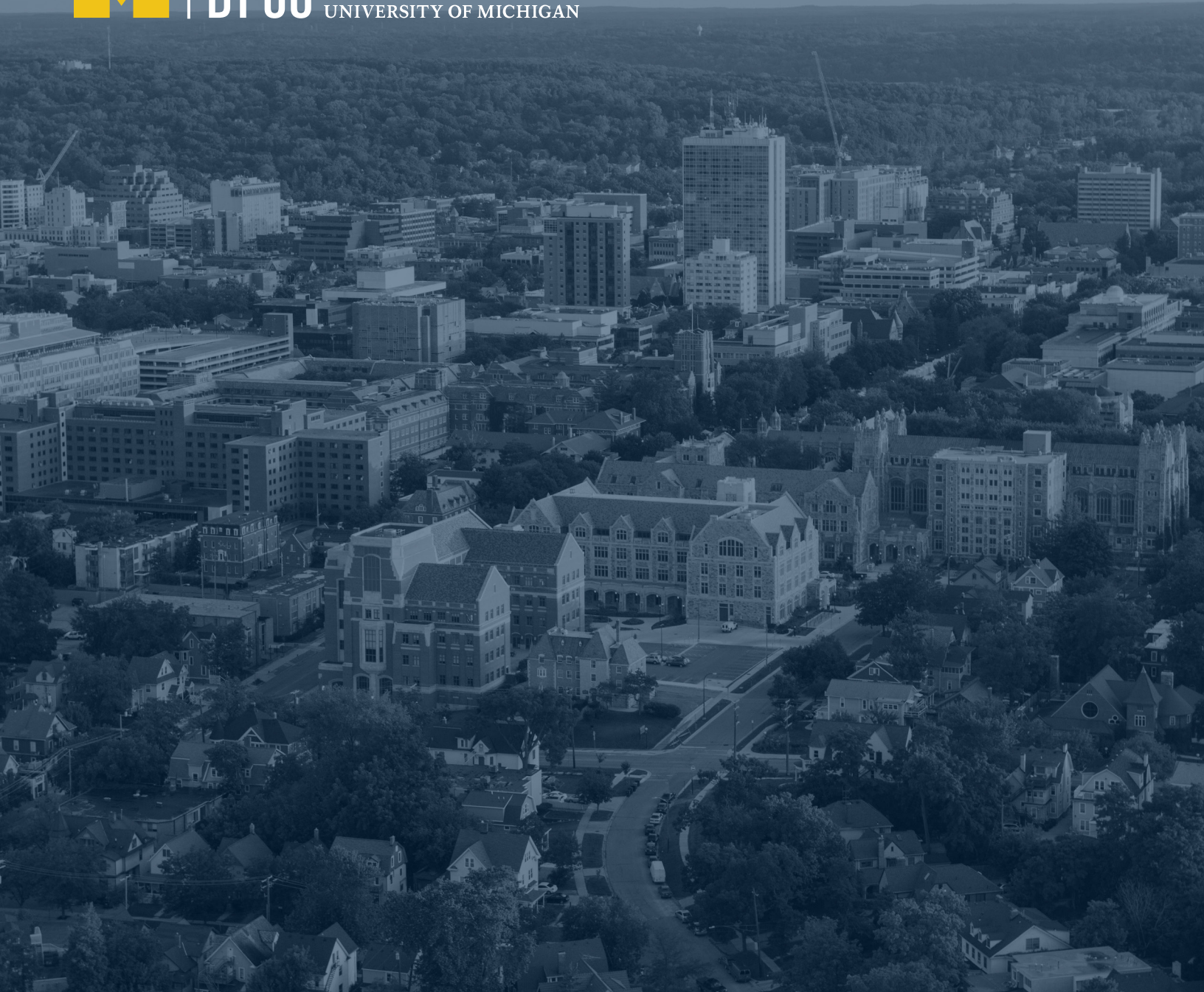
The positive trend in overall employee engagement year over year, it signals that these efforts have helped to provide positive change. However, feedback such as employees not believing that positive action will be taken based on the results from this survey shows that as a division, we have work to do.

As we collectively work toward driving growth for the division, we must begin by listening to the valuable feedback provided by our employees. This data contains countless solutions, ideas, and ways to improve, and it is up to each of us to put processes in place to ensure that change happens.

As we shift our focus forward into the future, the following action steps will be taken to ensure that progress is not just noted, but prioritized:

- All senior and executive leaders will have a collaborative meeting to review results, identify division-wide trends, and identify ways to make improvements
- Directors will host strategic sessions with their staff to discuss detailed department-level results, focus areas for improvement, and next steps
- Every 3 months, the directors will have a check-in with the Director of Organizational Culture to review and track progress
- Leadership communication processes are undergoing a review and areas of improvement will be implemented
- The groups that indicated the most improvement will receive targeted outreach including listening sessions and interventions

Our people are the heartbeat of what we do at DPSS. It's our division's goal to not just provide service beyond expectations for the community but also for our valued employees who help us bring this objective to life for our constituents every day. We applaud all the efforts made in years past that have contributed to some of the upward trends in many areas of this year's report. We look forward to building on our momentum and remaining focused on being an exceptional place to work.

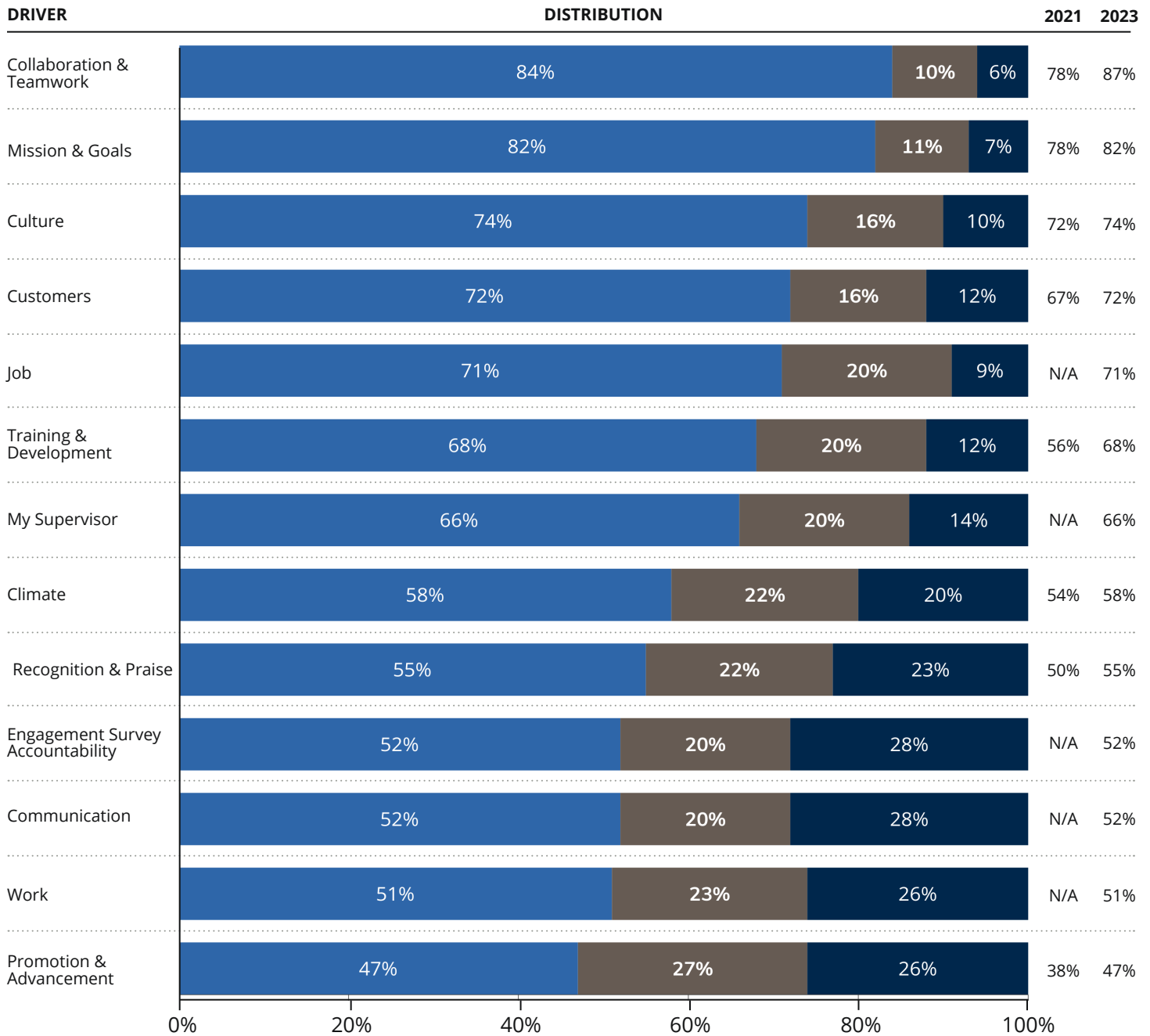


# APPENDICES

# APPENDIX A: SURVEY RESULTS

## Driver Scorecard

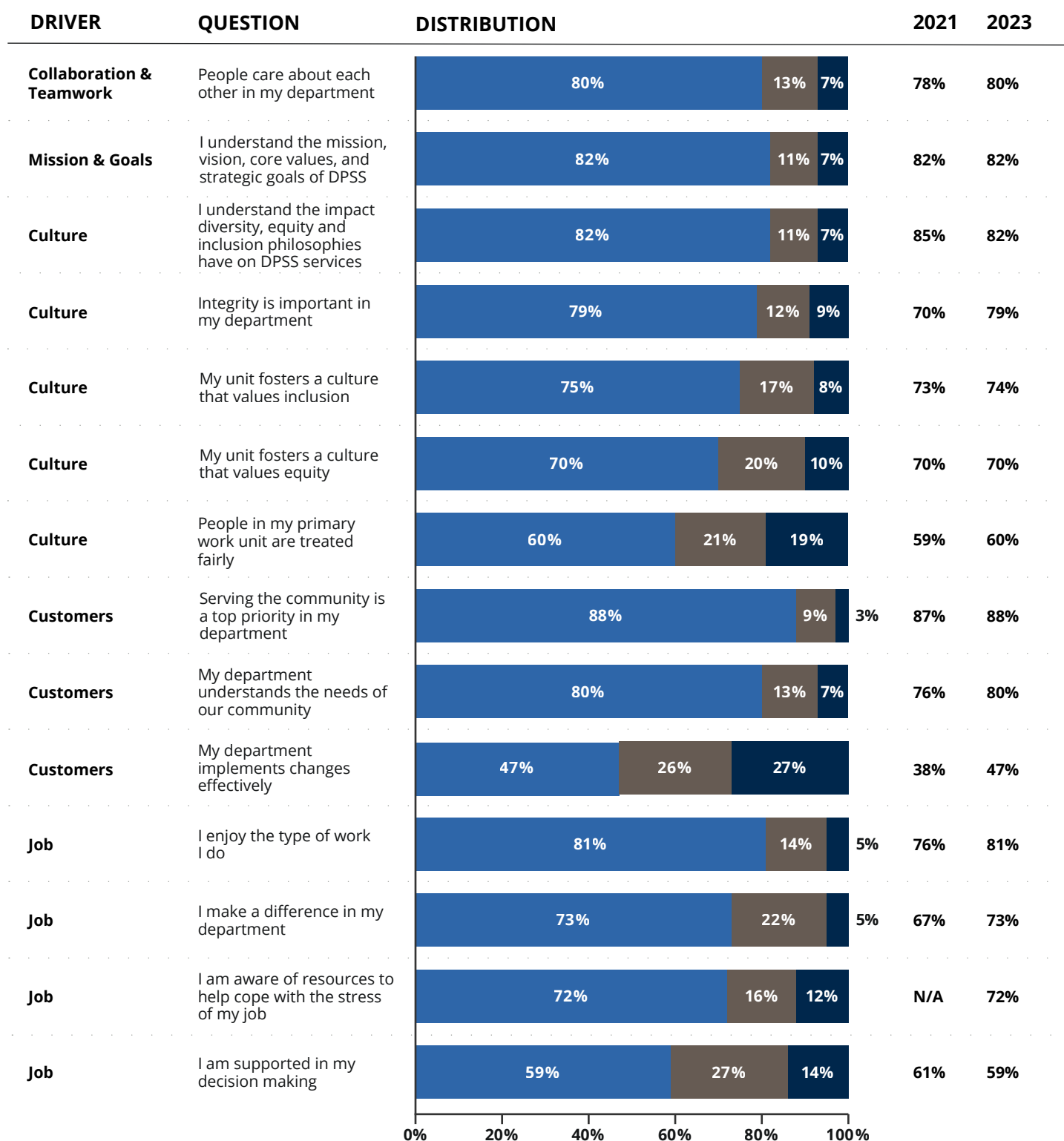
■ Favorable
 ■ Neutral
 ■ Unfavorable





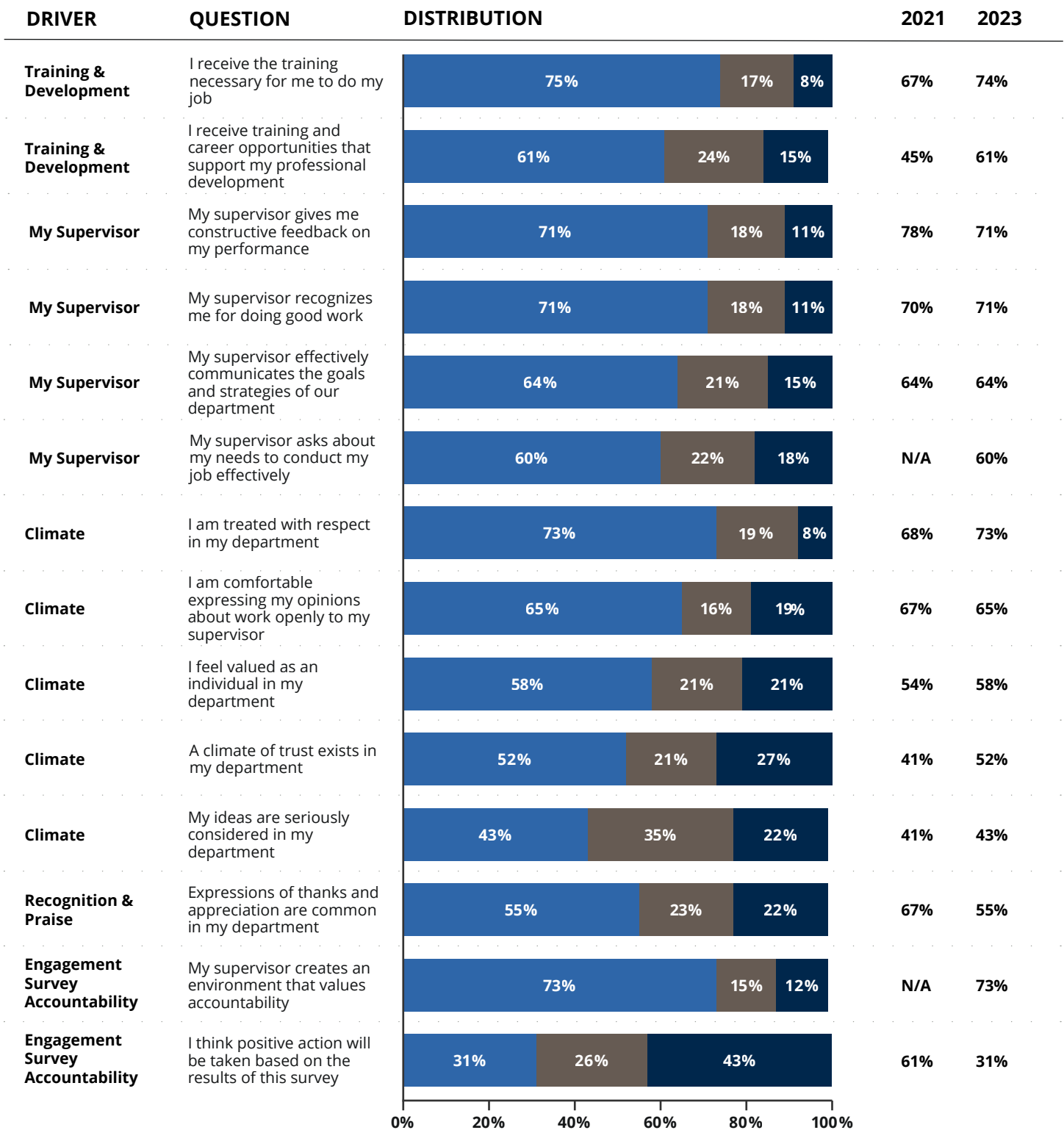
## Driver & Question Scorecard

■ Favorable
 ■ Neutral
 ■ Unfavorable



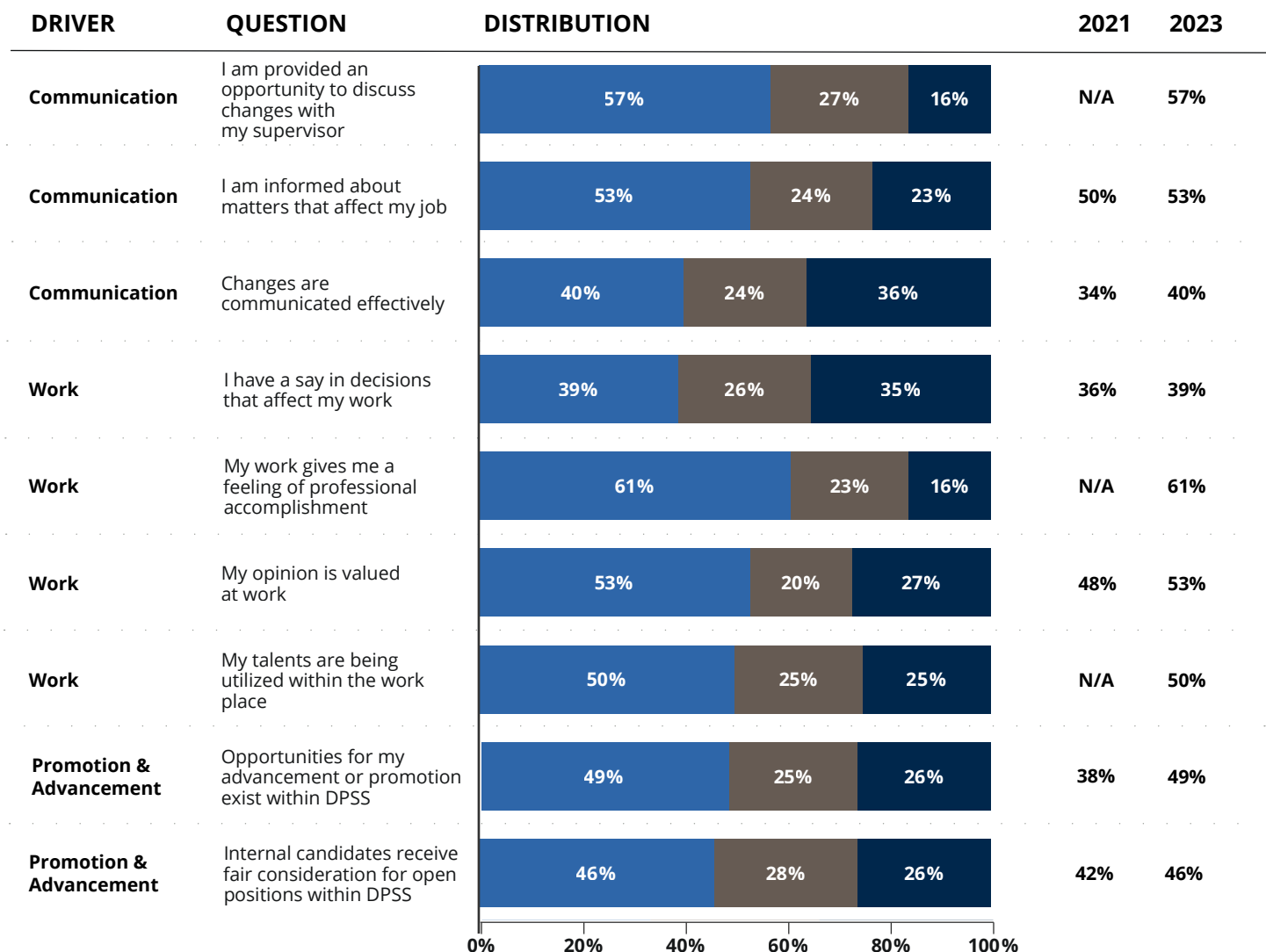
## Driver & Question Scorecard

■ Favorable
 ■ Neutral
 ■ Unfavorable



## Driver & Question Scorecard

■ Favorable
 ■ Neutral
 ■ Unfavorable



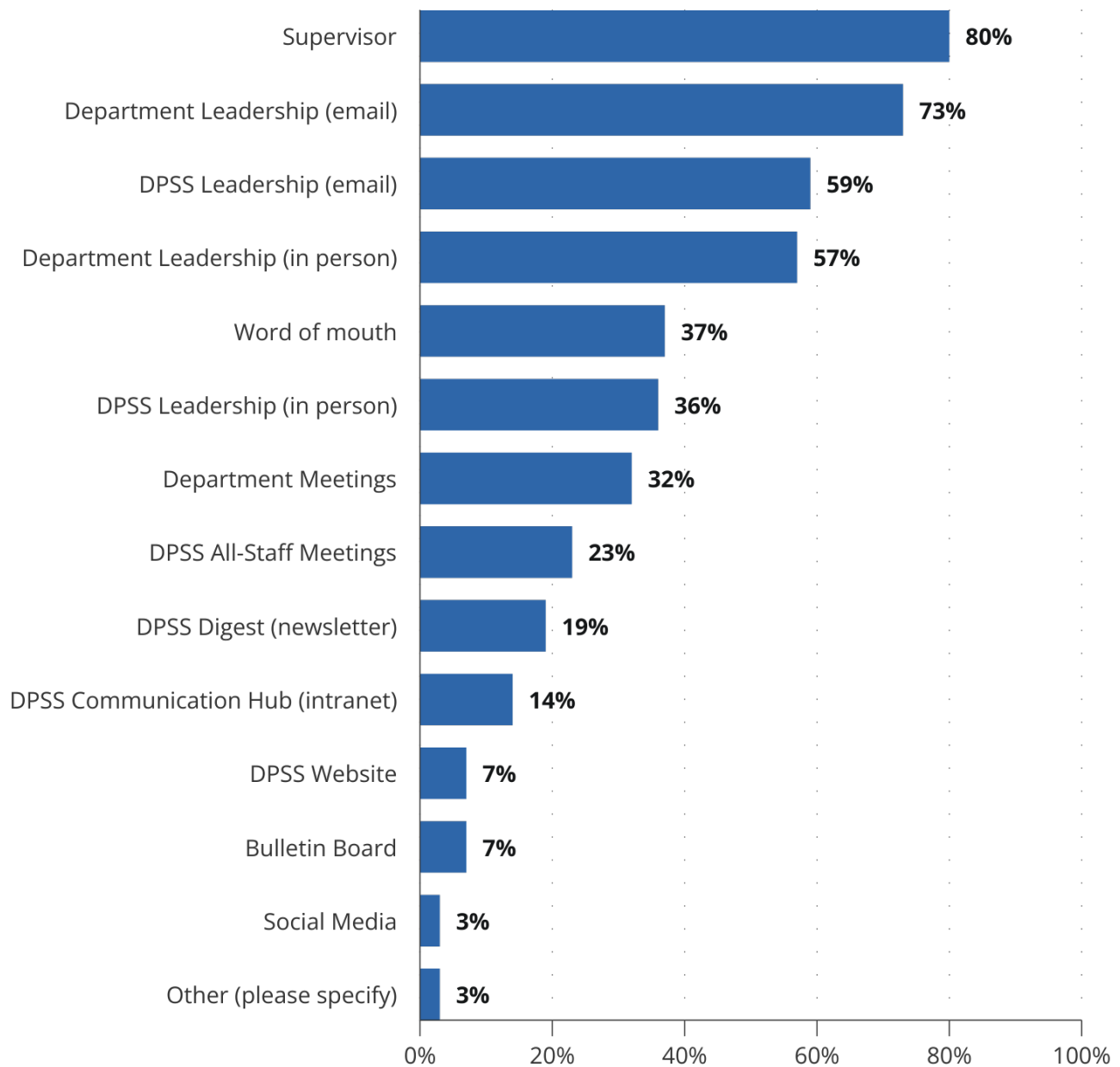


## Communication Preferences

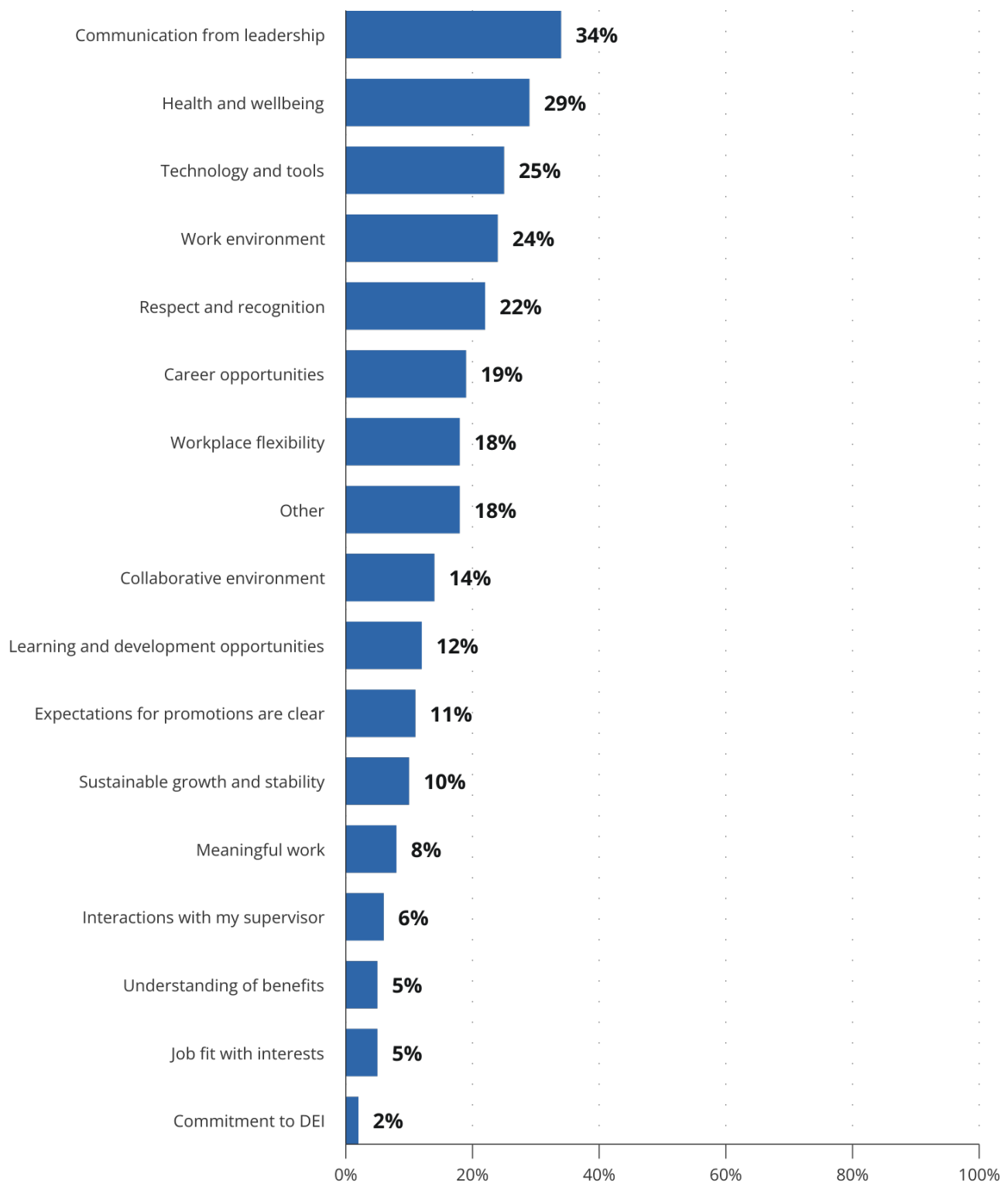
The last question from the survey provided an opportunity for employees to offer feedback about three things they would improve about their current work experience, including a specific action step they believe could be taken. Across DPSS, the most commonly selected category was

“communication from leadership,” which is displayed in the graph below.

Respondents were also asked about their preferred method of communication. The results show that most DPSS employees prefer to hear messages from their supervisors.



## What Three Things Can We Improve?

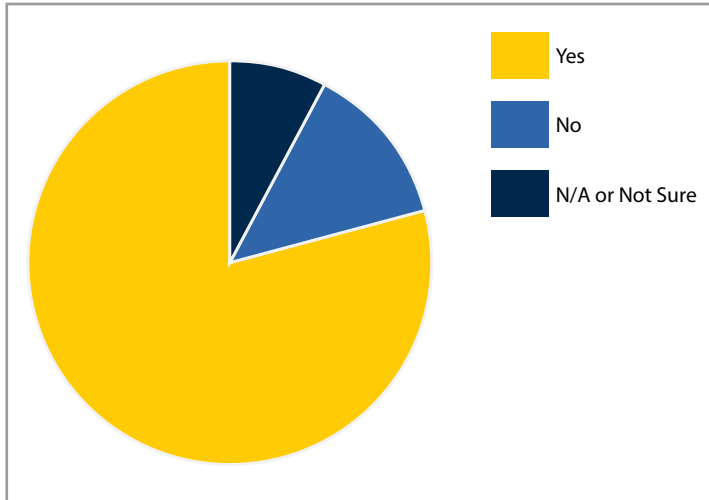


## Comments

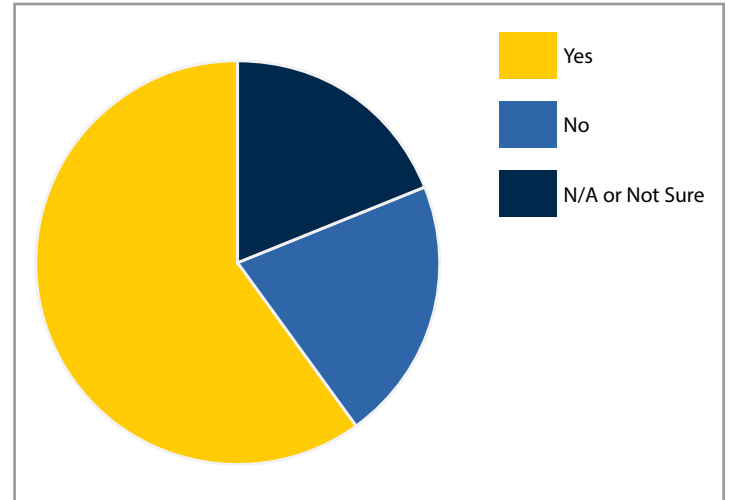
All the related comments are currently being reviewed by leadership and incorporated into the action planning process.

## Collaboration

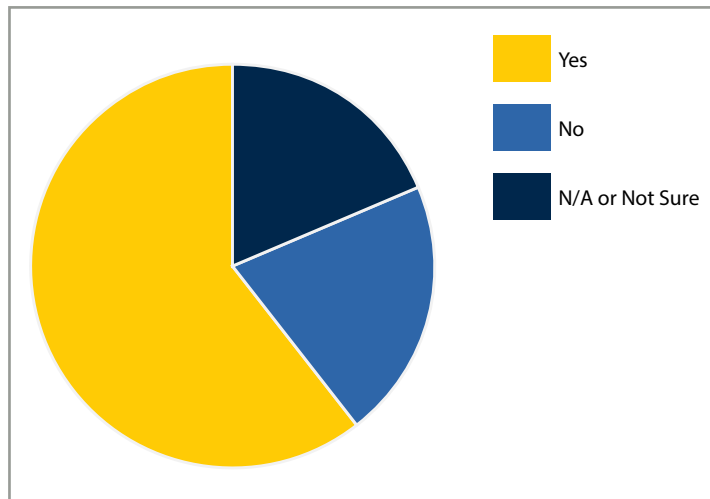
Collaborated With Other Departments



Collaboration - Adequate Training and Instructions



Collaboration - Appreciated and Welcome



## Open-Ended Feedback Responses

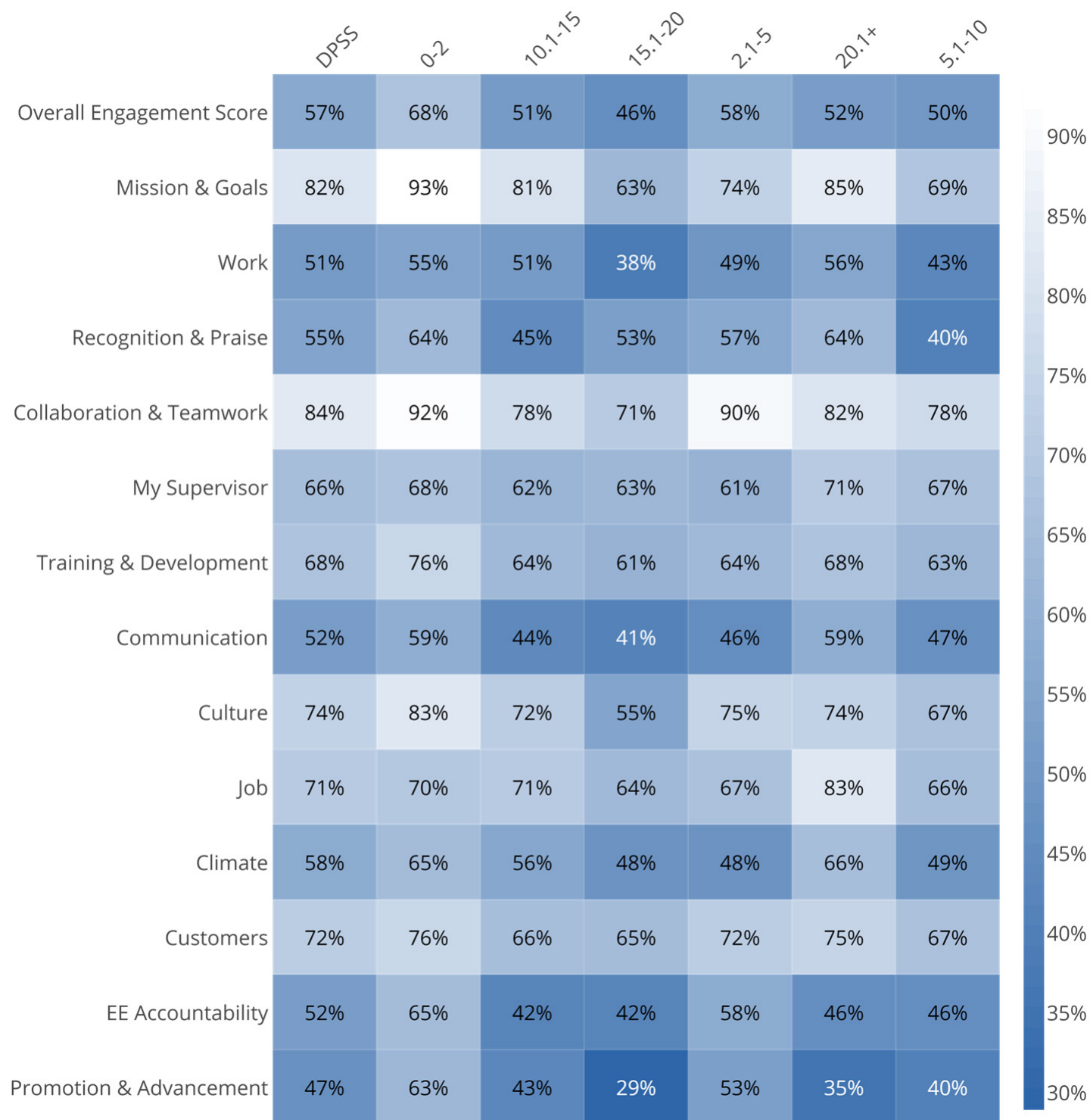


| KEY WORDS                 | NUMBER OF APPEARANCES | KEY WORDS                         | NUMBER OF APPEARANCES | KEY WORDS                    | NUMBER OF APPEARANCES | KEY WORDS                   | NUMBER OF APPEARANCES |
|---------------------------|-----------------------|-----------------------------------|-----------------------|------------------------------|-----------------------|-----------------------------|-----------------------|
| Communication             | 71                    | Listen                            | 23                    | Policies/ Procedures         | 12                    | Change                      | 5                     |
| Staffing & Overtime       | 56                    | Workload                          | 20                    | Uniform/ Dress Code          | 12                    | Attendance                  | 4                     |
| Training & Development    | 51                    | Leadership                        | 18                    | Support                      | 11                    | Burnout                     | 4                     |
| Morale                    | 45                    | Technology                        | 18                    | Department                   | 10                    | Environment Improvement     | 4                     |
| Pay/ Benefits             | 43                    | Opportunities/ Career Advancement | 18                    | Equipment                    | 10                    | Physical Fitness Incentives | 2                     |
| Supervision/ Management   | 42                    | Flexibility/ Scheduling           | 17                    | Turnover/ Retention          | 8                     | Job Satisfaction            | 2                     |
| Wellness/ Wellbeing       | 40                    | Engagement                        | 16                    | Work-Life Balance            | 8                     | Culture                     | 2                     |
| Recognition/ Appreciation | 38                    | Job Expectations/ Role Clarity    | 16                    | Transparency/ Accountability | 7                     | Supportive Environment      | 2                     |
| Respect                   | 33                    | Collaboration                     | 13                    | Diversity                    | 7                     |                             |                       |
| Promotions                | 33                    | Change                            | 12                    | Feedback                     | 7                     |                             |                       |
| Leadership                | 28                    | Safety Concerns/ Security         | 12                    | Stability                    | 5                     |                             |                       |

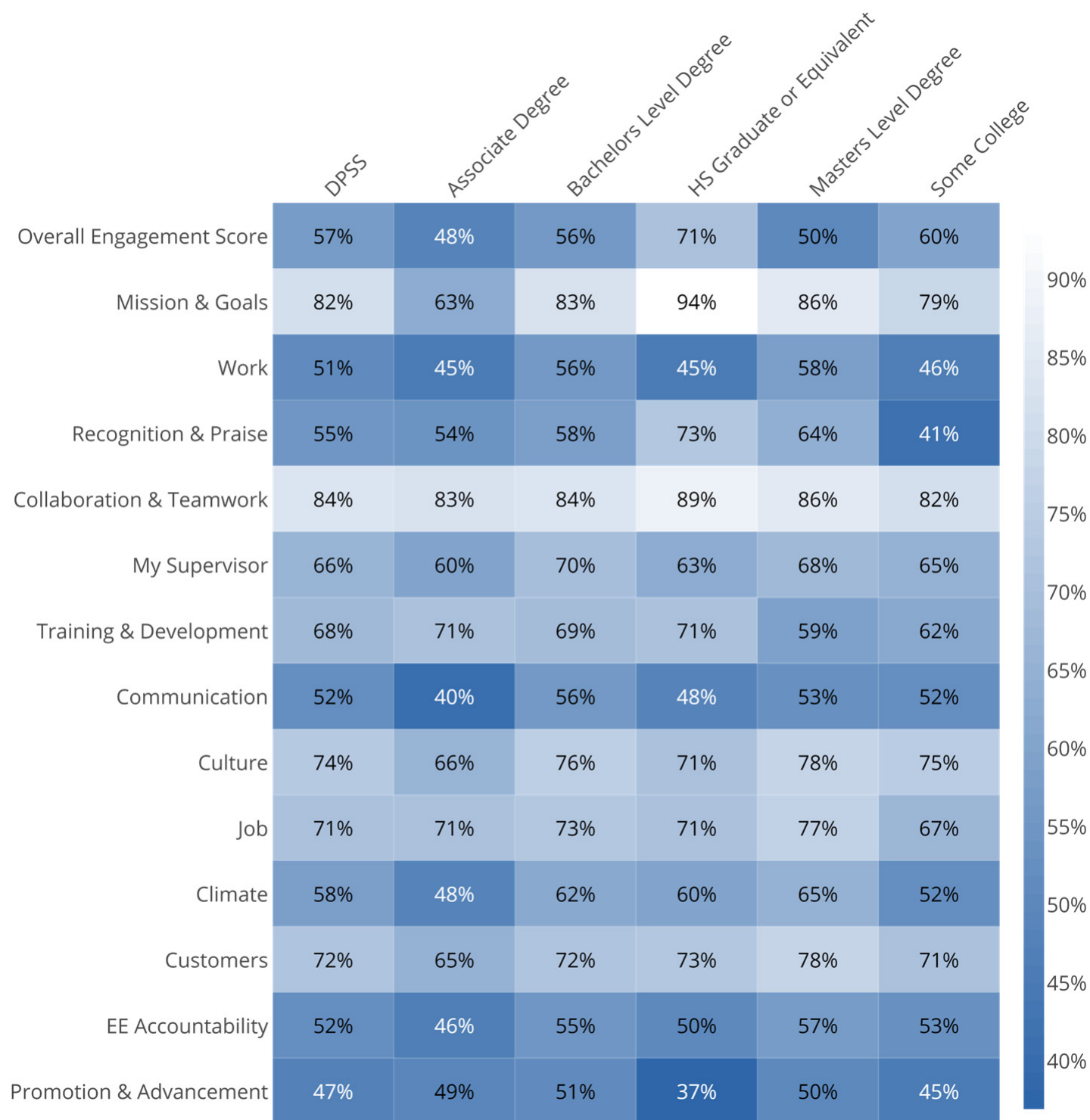


# APPENDIX B: VARIATIONS OF RESULTS

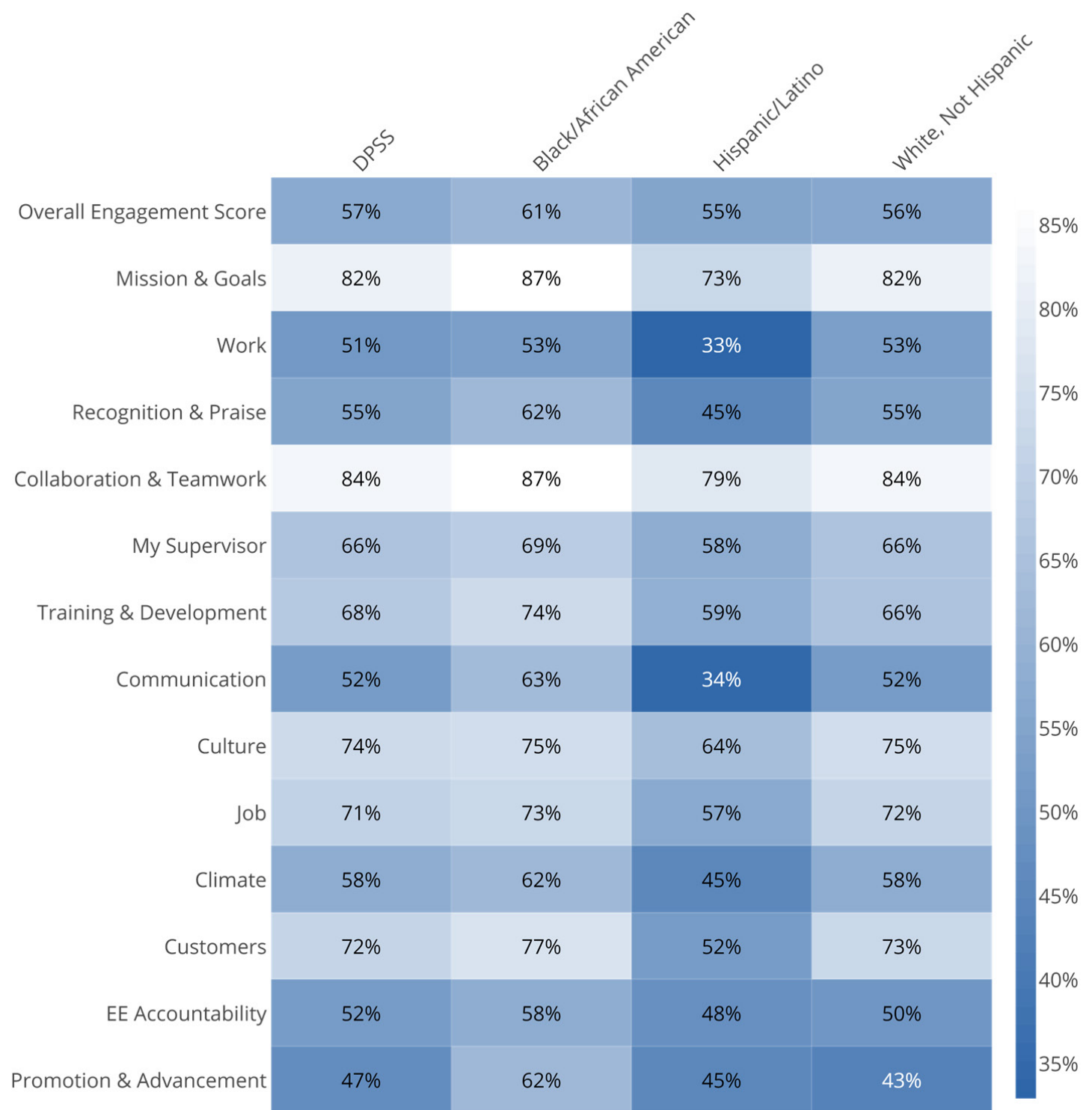
## Heat Map by Age Group



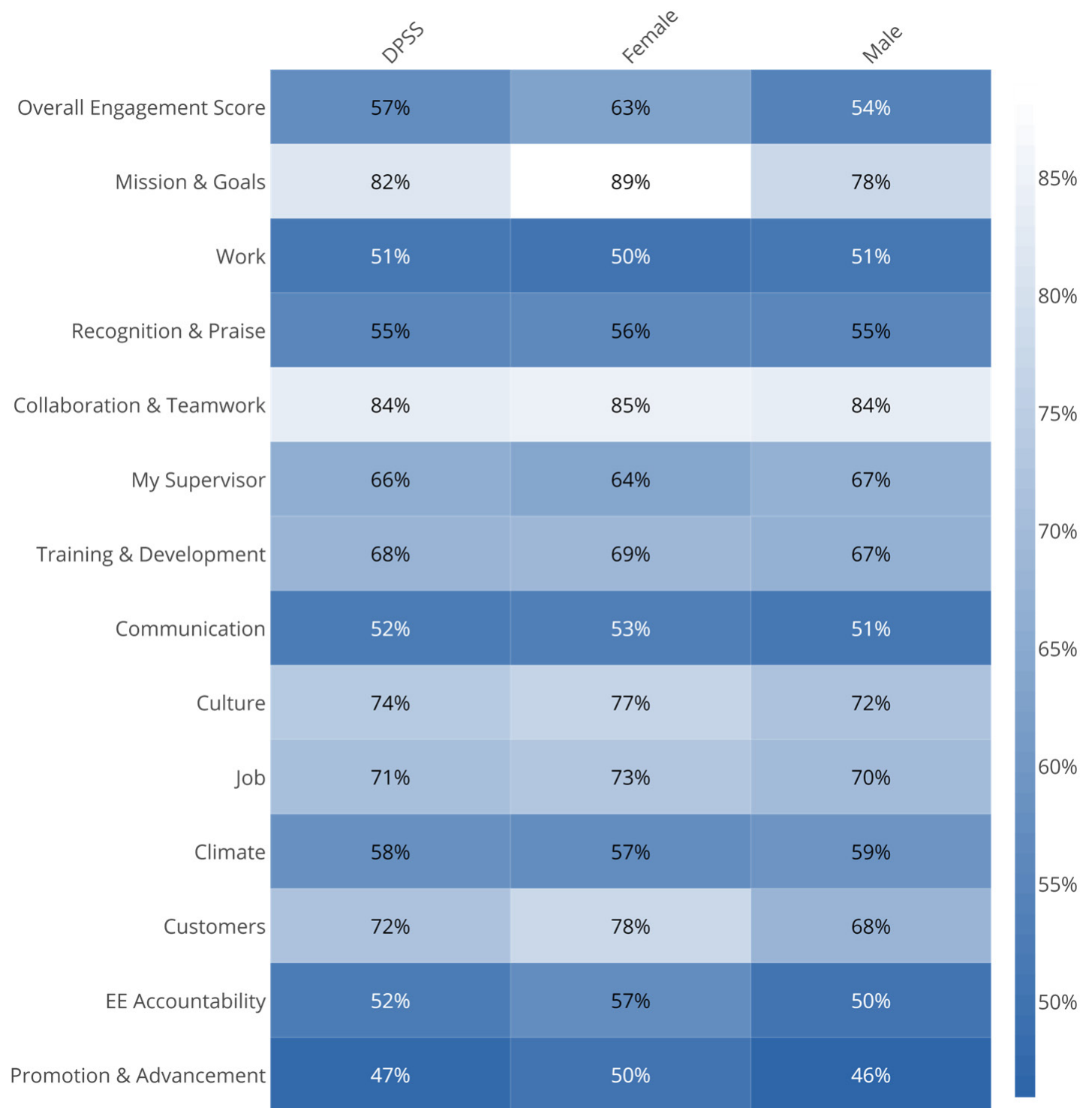
## Heat Map by Education



## Heat Map by Ethnicity

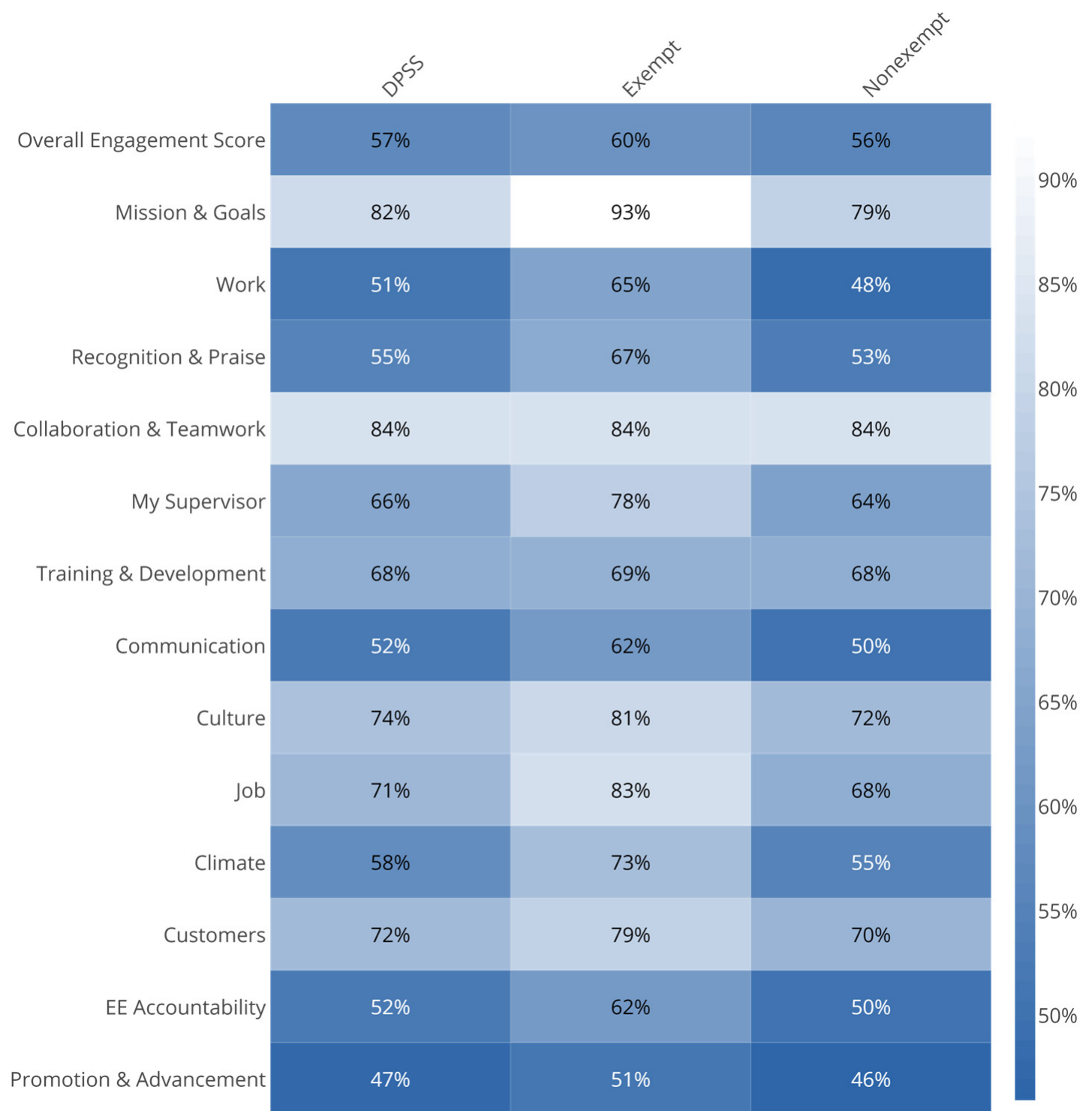


## Heat Map by Gender

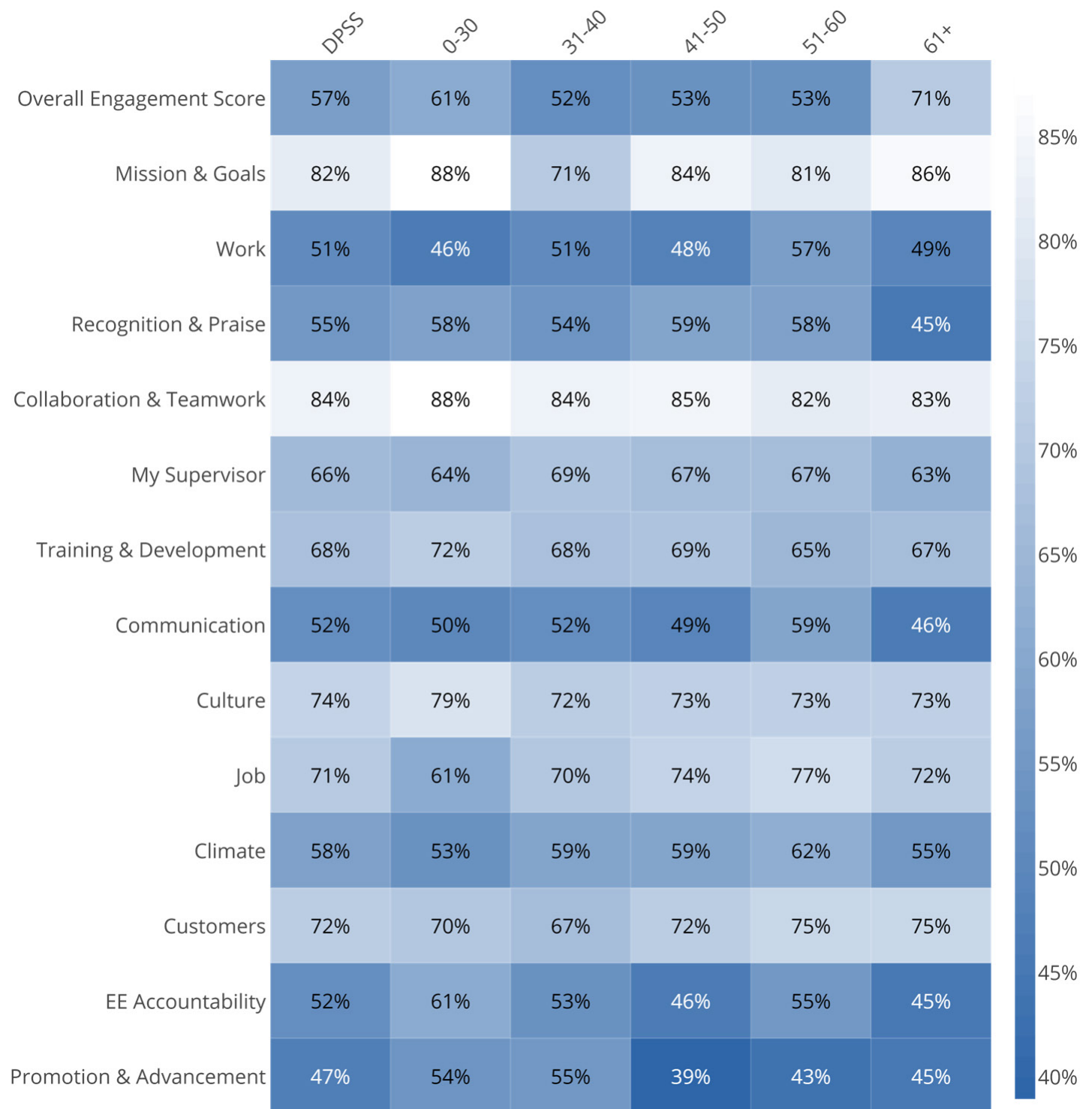




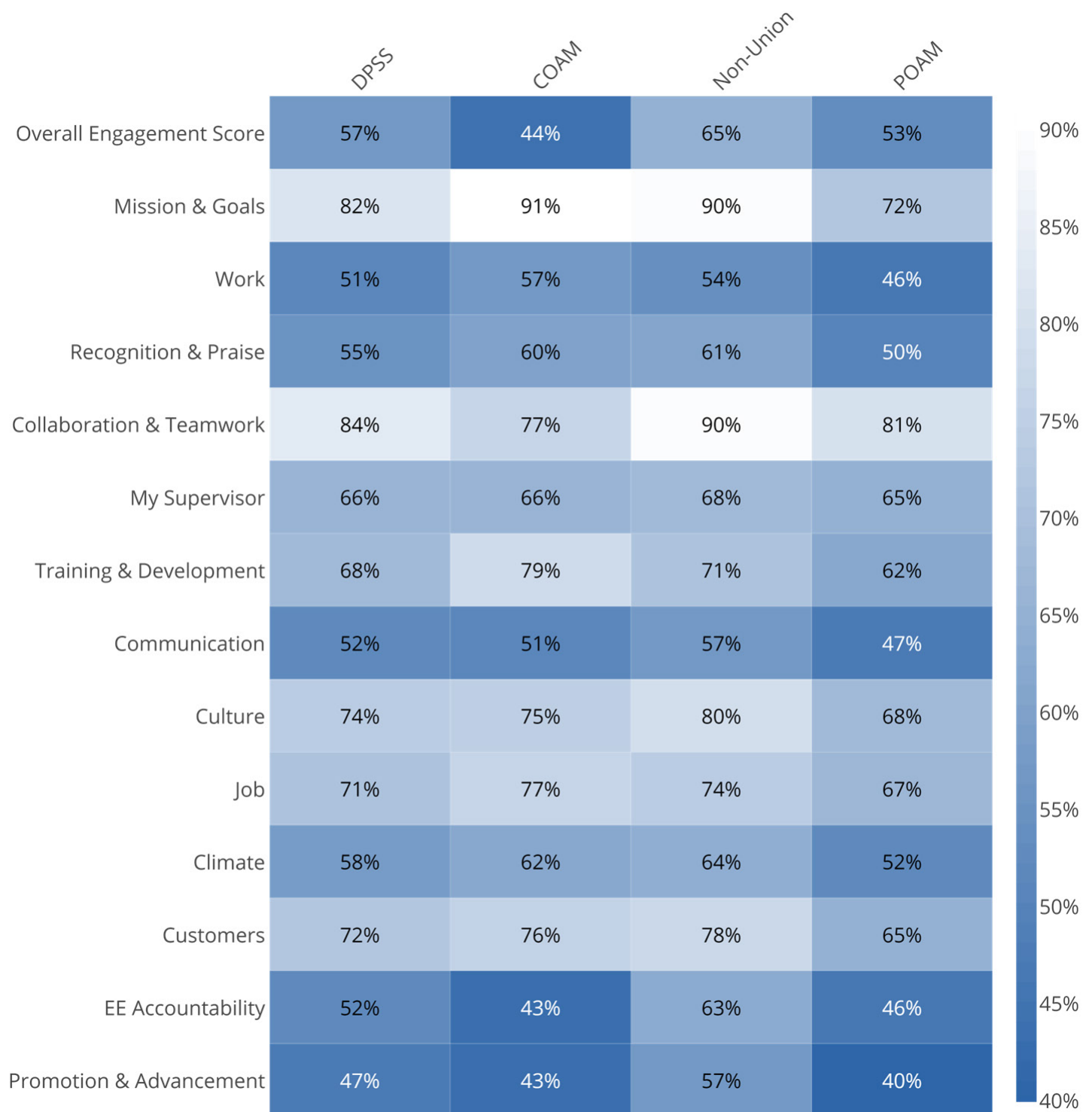
## Heat Map by Employment Type



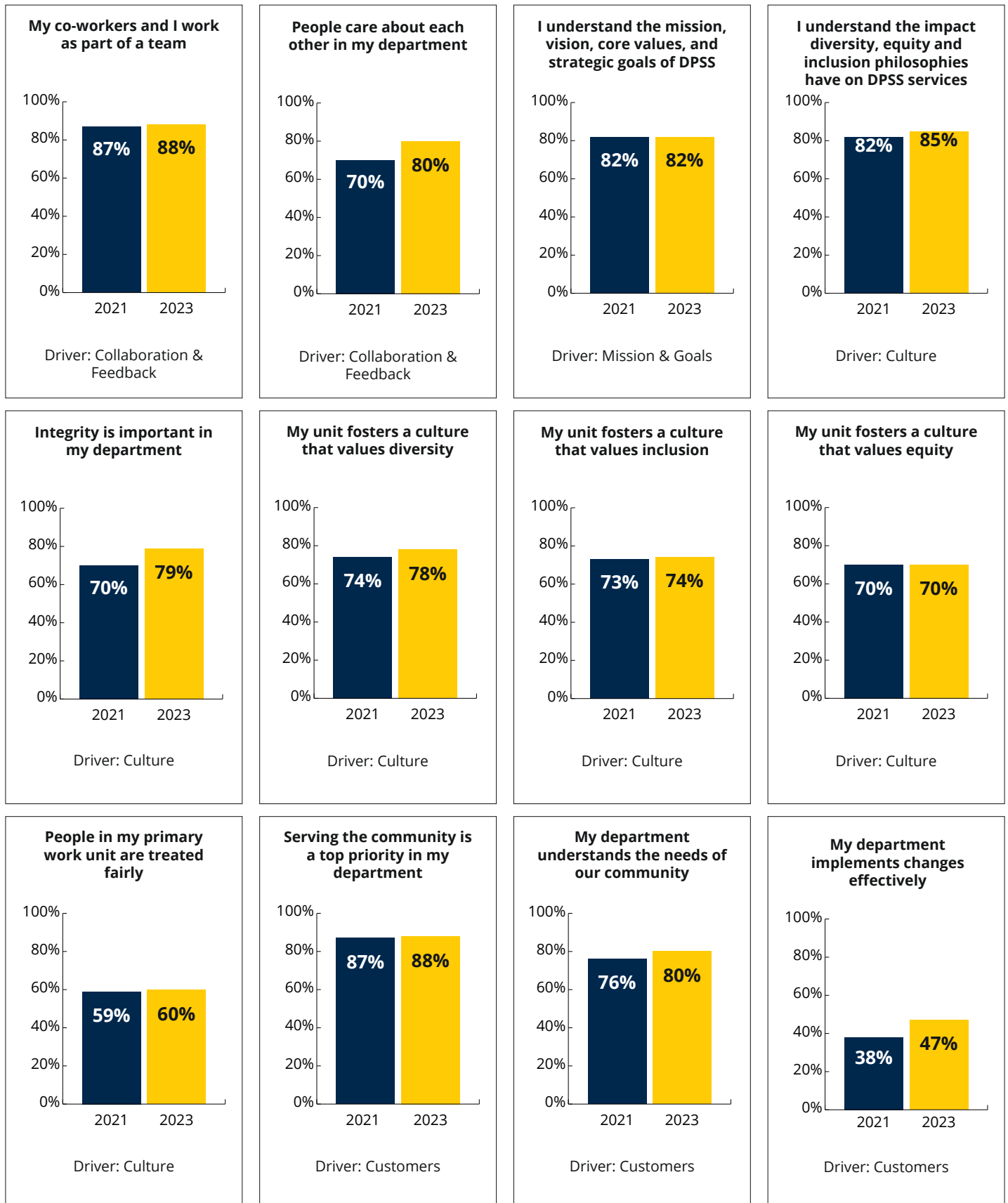
## Heat Map by Years of Service



## Heat Map by Union Status

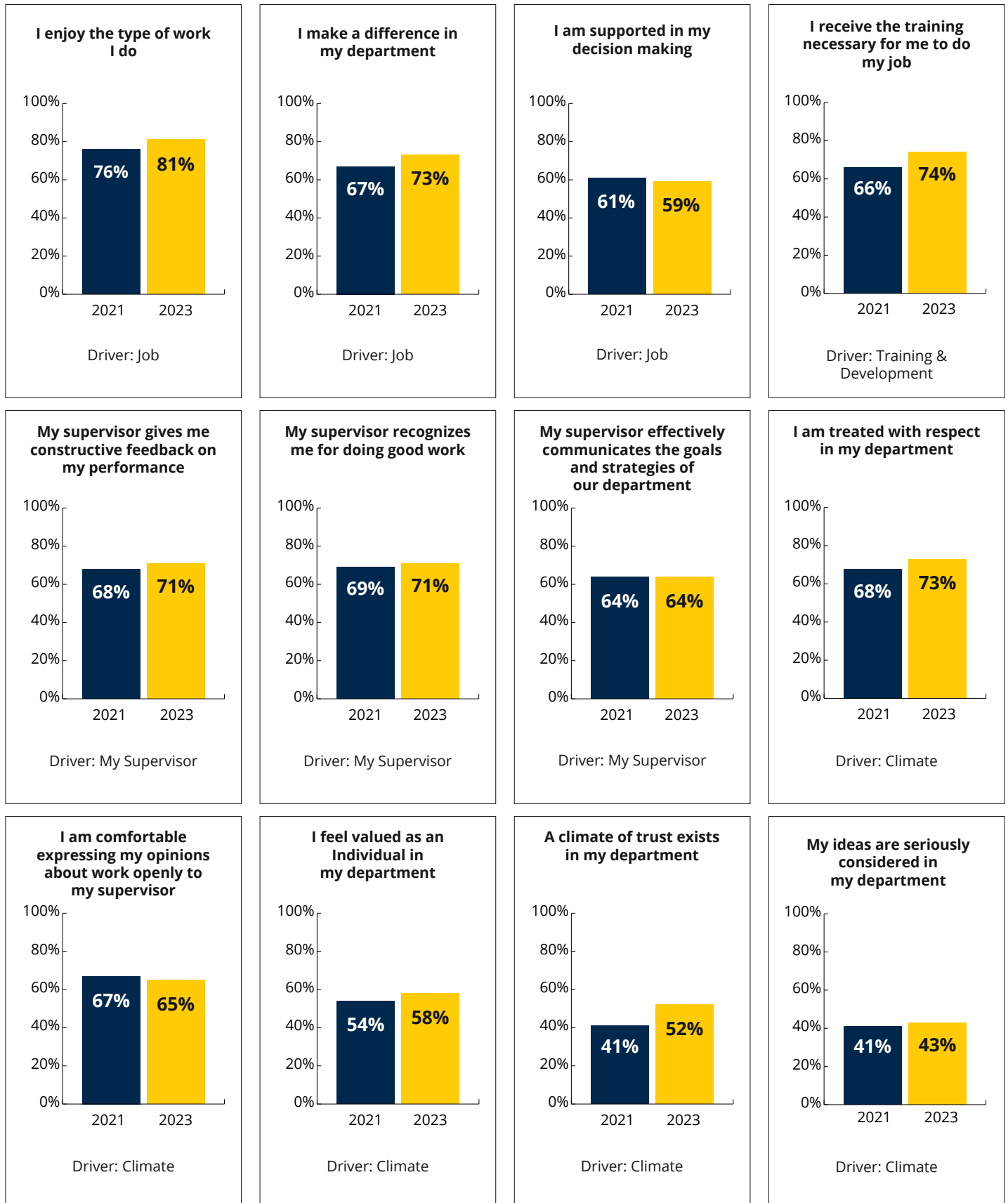


## 2021 Survey to 2023 Survey Question Comparisons

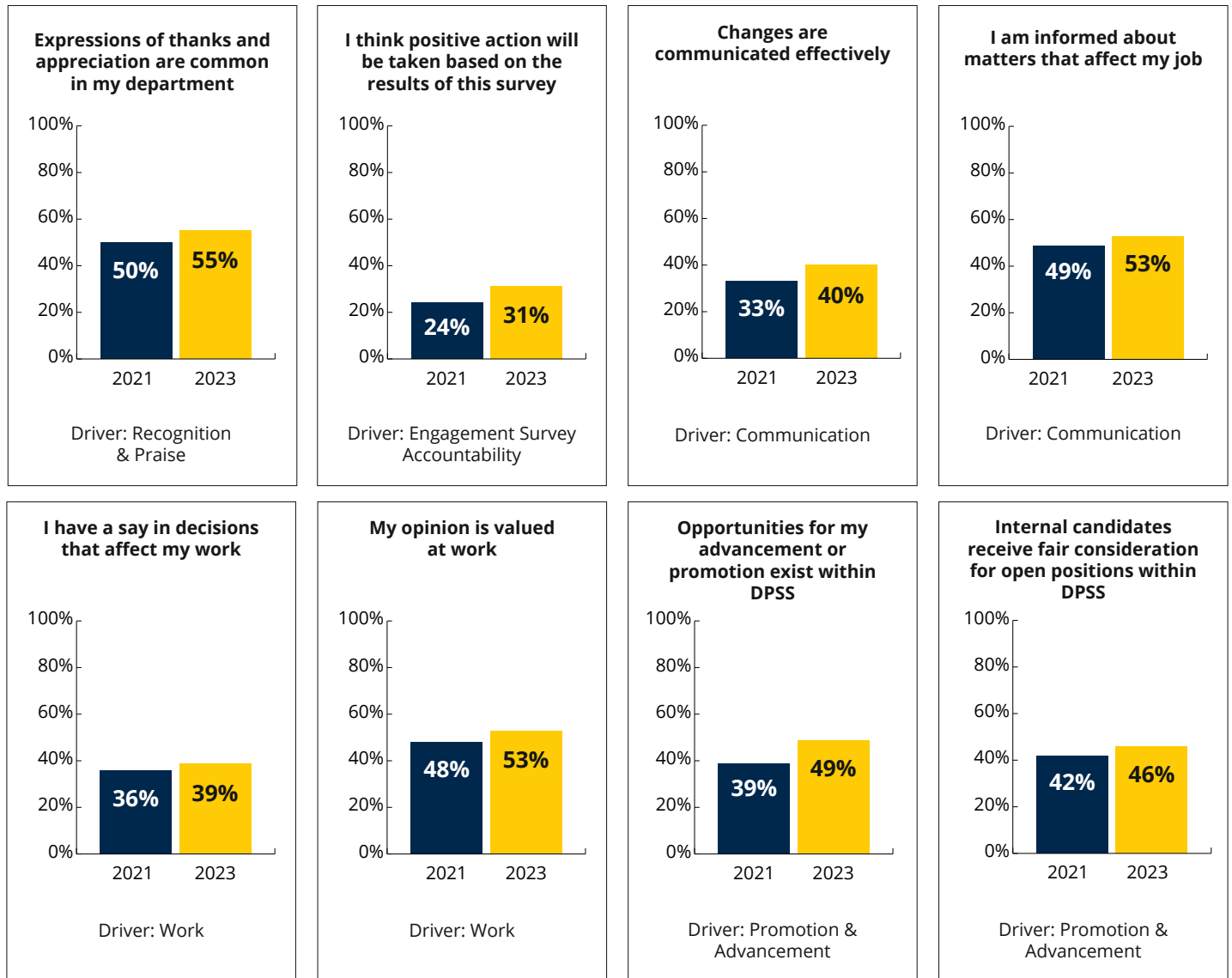




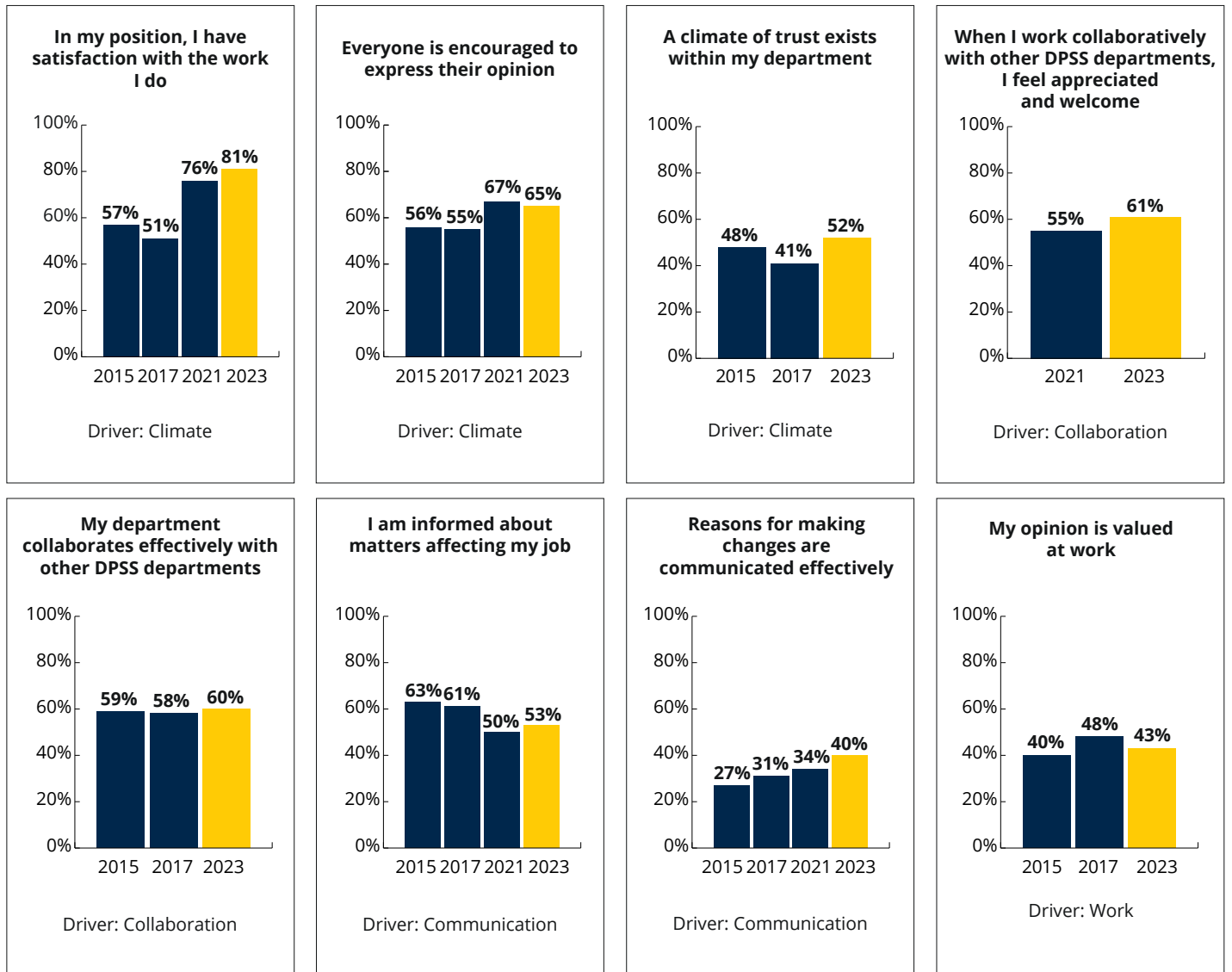
## 2021 Survey to 2023 Survey Question Comparisons



## 2021 Survey to 2023 Survey Question Comparisons



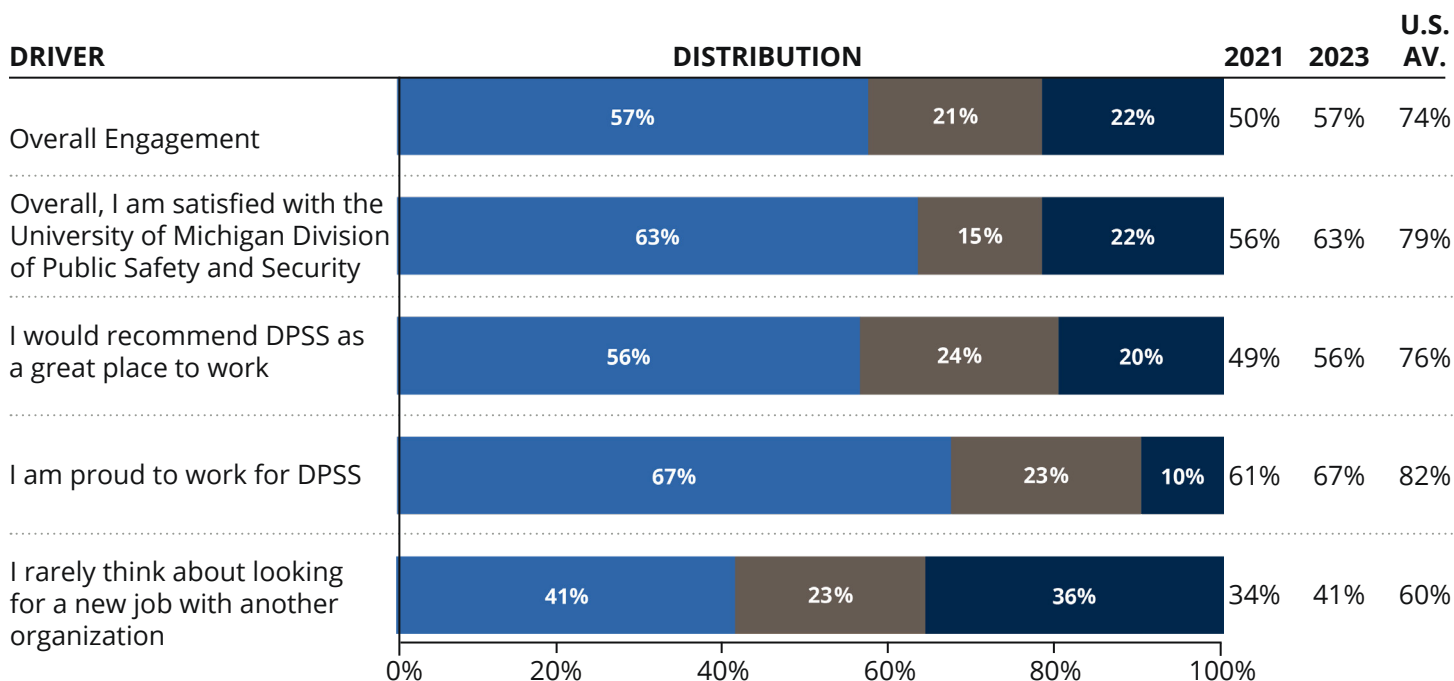
## Selected Question Comparisons With Past Surveys 2015 - 2021



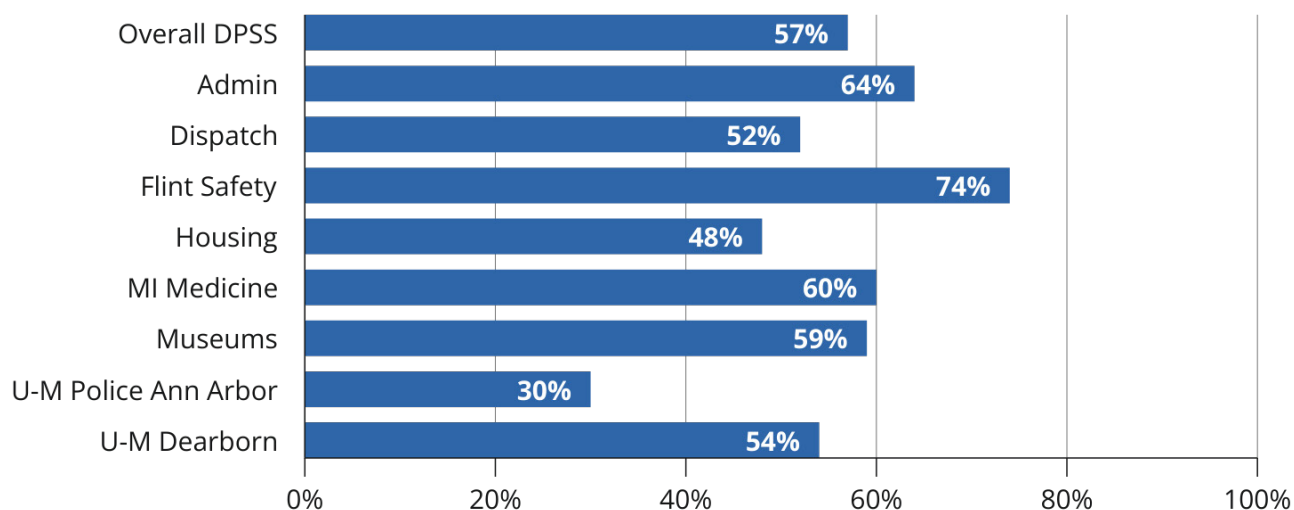
# APPENDIX C: PARTICIPATION AND ENGAGEMENT

## Engagement Score & Participation

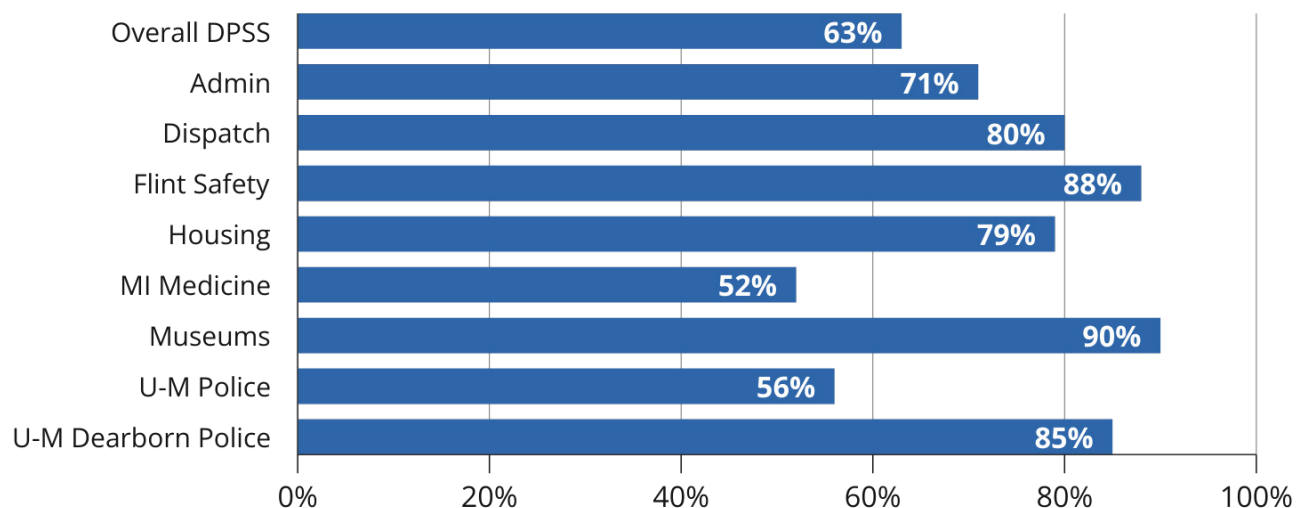
■ Favorable
 ■ Neutral
 ■ Unfavorable



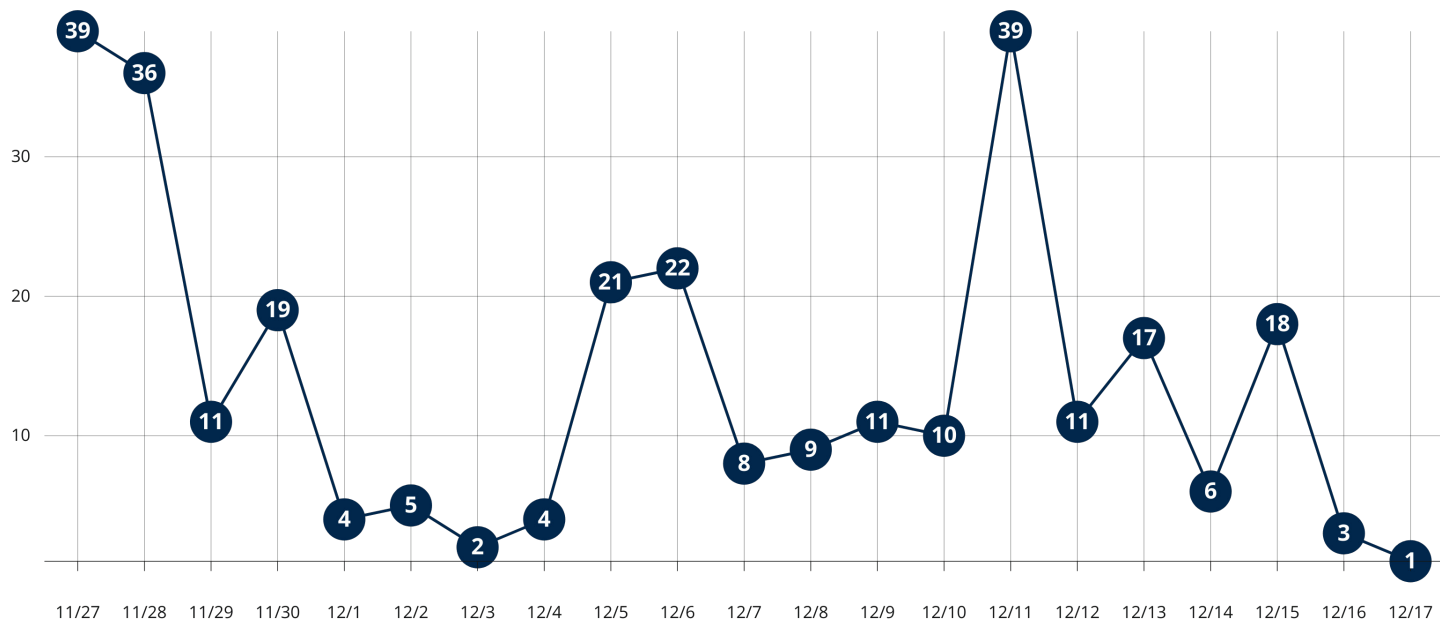
## Engagement Score by Department



## Participation by Department



## Daily Participation





LET'S CONNECT!