

ND Voice 2010



Understanding Your Notre Dame Experience

Volume UND-070: COLLEGE OF ARTS & LETTERS REPORT

Data Collected: 4th quarter of 2010

ND Voice 2010

COLLEGE OF ARTS & LETTERS (98)

vs. UNIVERSITY OF NOTRE DAME OVERALL (2482)

Categories Ranked By Difference

Immediate Manager

Teamwork

Effectiveness

Strategic Clarity

Leadership

Empowerment

Engagement

Development & Training

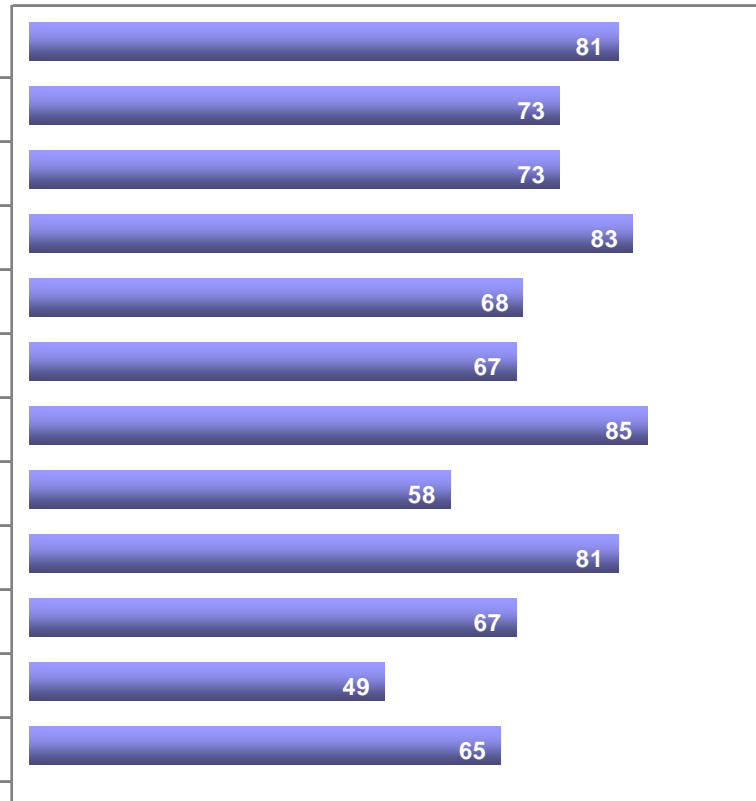
Image

Pay & Benefits

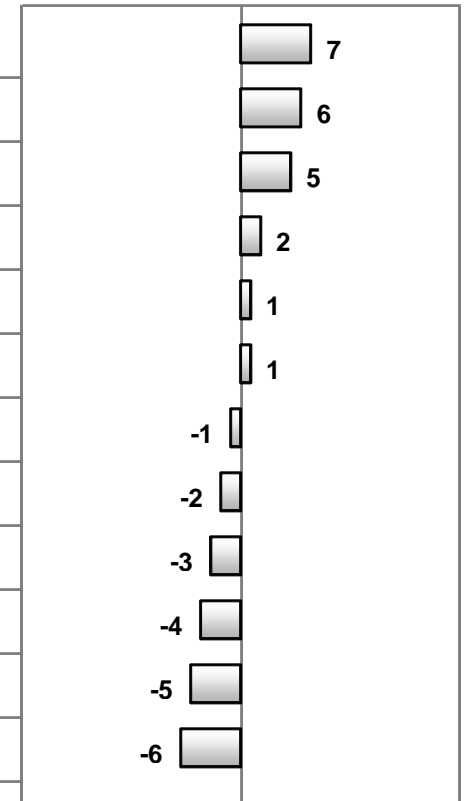
Accountability

Respect & Fairness

Favorable Scores



Differences From Benchmark



0 25 50 75 100 -20 -10 0 10 20

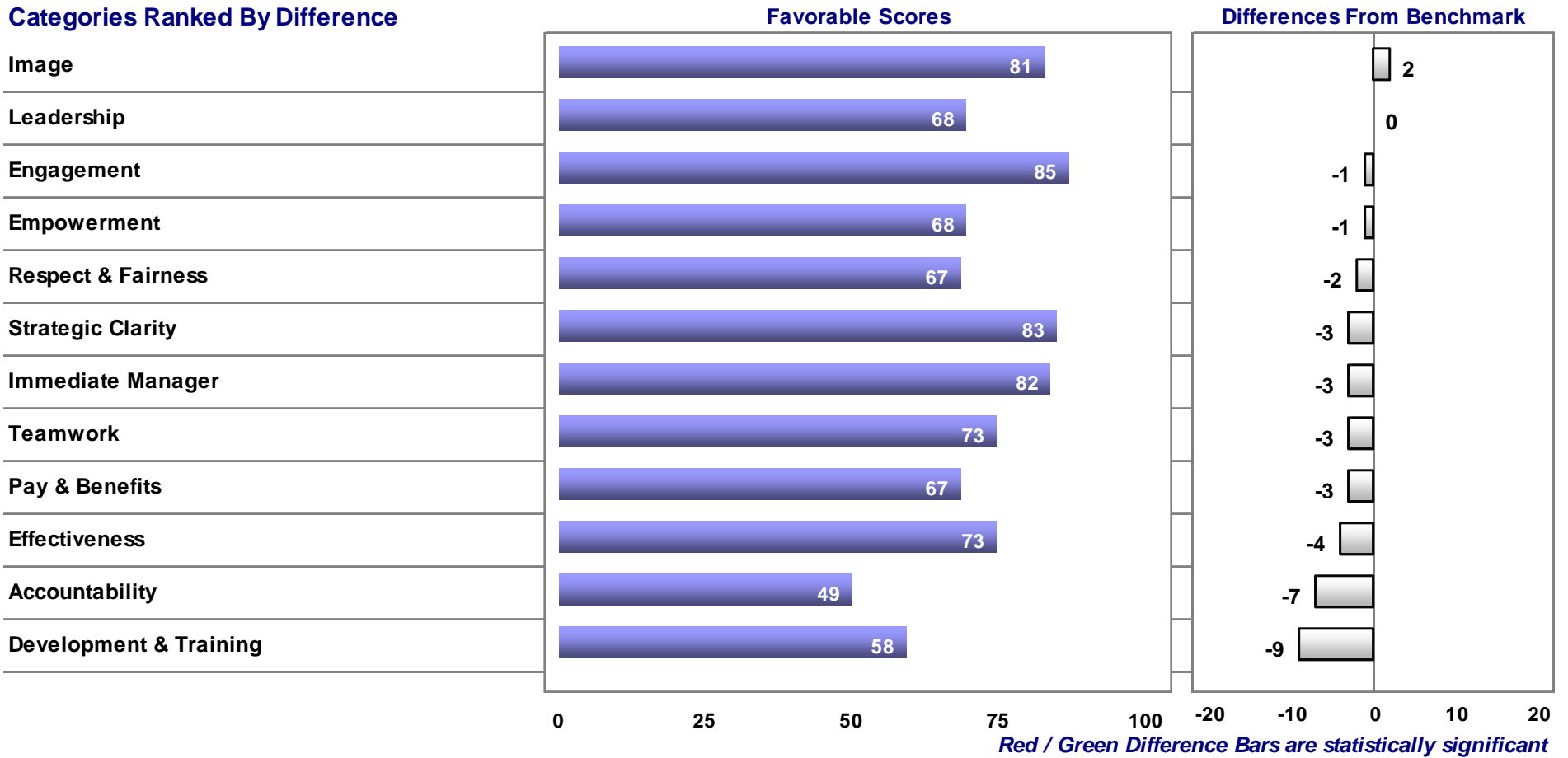
Red / Green Difference Bars are statistically significant

ND Voice 2010

COLLEGE OF ARTS & LETTERS (98)

vs. COLLEGE OF ARTS & LETTERS 2008 (87)

Categories Ranked By Difference

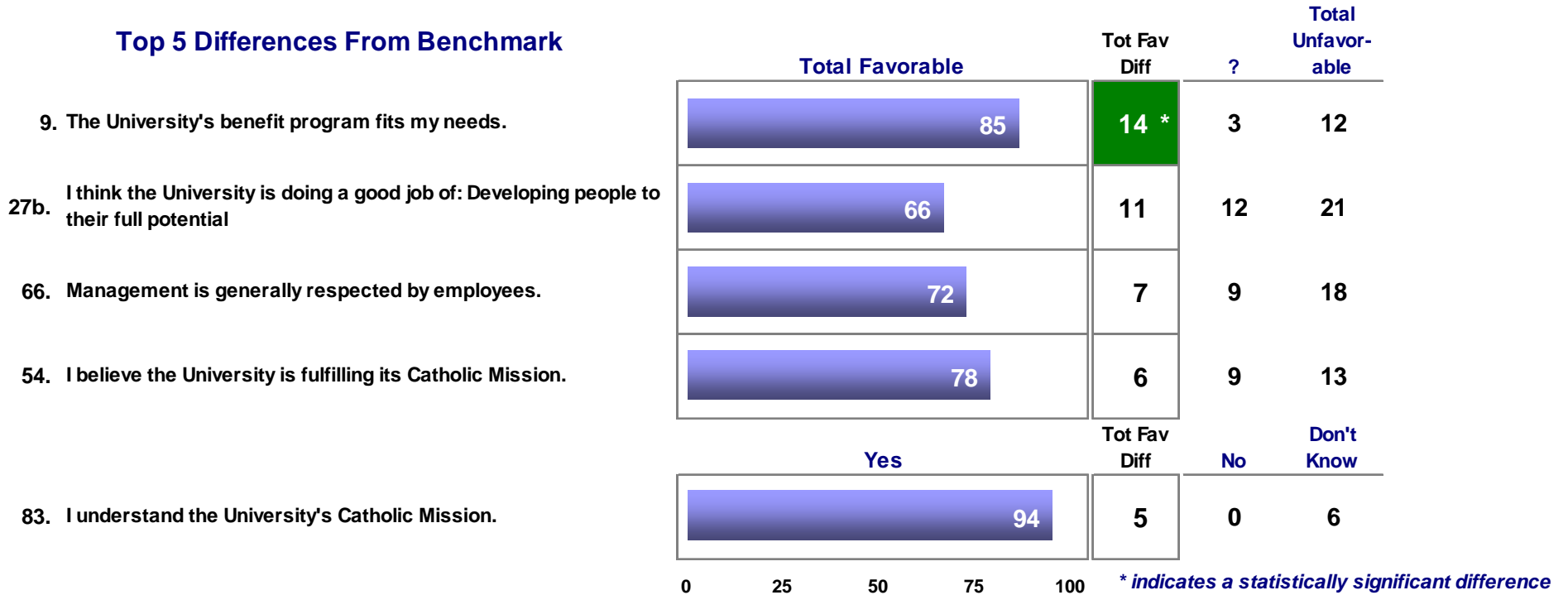


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COLLEGE OF ARTS & LETTERS (98)

vs. COLLEGE OF ARTS & LETTERS 2008 (87)

Top 5 Differences From Benchmark



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COLLEGE OF ARTS & LETTERS (98)

vs. COLLEGE OF ARTS & LETTERS 2008 (87)

Bottom 5 Differences From Benchmark

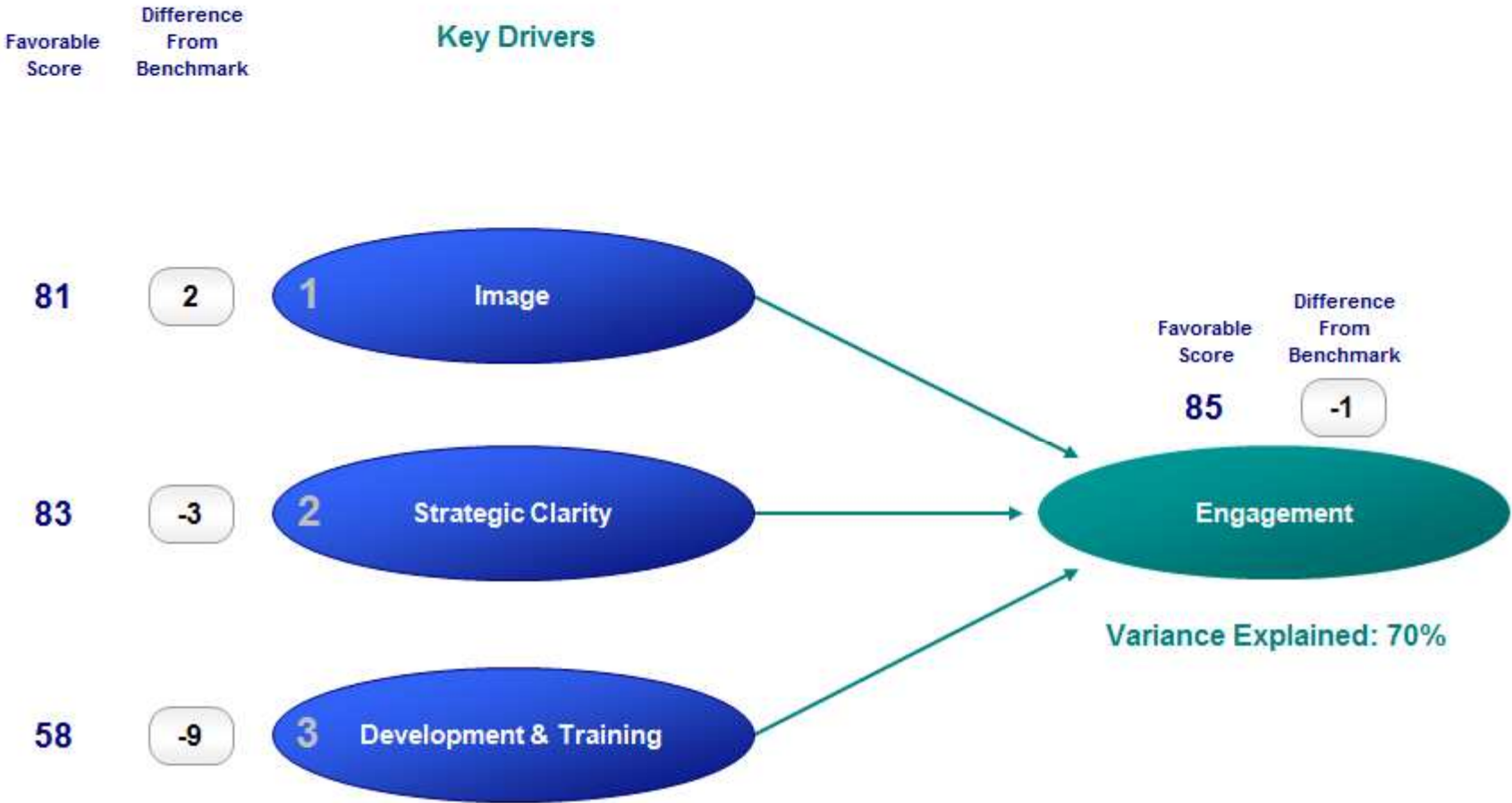
	Total Good	Tot Fav Diff	Average	Total Poor	Don't Know
79a. How do you rate your last performance review on the following: Helping you improve your job performance	45	-27 *	22	18	14
79b. How do you rate your last performance review on the following: Helping you in your career development and planning	38	-23 *	22	24	15
				Total Unfavorable	
	Total Favorable	Tot Fav Diff	?		
46. For the work I do, I am fairly paid.	51	-14 *	6	43	
67. As a non-exempt employee I feel I am adequately represented by the staff advisory council - SAC. (for Non-Exempt employees only)	47	-14	35	18	
14. My manager/supervisor gives me regular feedback on my performance.	71	-13 *	3	26	

0 25 50 75 100 * indicates a statistically significant difference

Overall Key Drivers of Engagement - in NOTRE DAME OVERALL

COLLEGE OF ARTS & LETTERS (98)
vs. COLLEGE OF ARTS & LETTERS 2008 (87)

TOWERS WATSON 



* indicates a statistically significant difference

Action Planning

Now that you have your data, using this six (6) step approach to taking action will help you use the data to affect positive change.

1. Review the results
2. Identify priorities
3. Communicate and engage employees
4. Create the action plan
5. Take action
6. Track results

A more detailed "Results to Action" guide may be found on the HR website at www.hr.nd.edu. Just click on "ND Voice Toolkit".

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COLLEGE OF ARTS & LETTERS (98)

Category Scores By Level

A. COLLEGE OF ARTS & LETTERS (98)

C. COLLEGE OF ARTS & LETTERS: EIC1, EIC2, EIC3 (21)

B. COLLEGE OF ARTS & LETTERS: NIC1, NIC2, NIC3 (73)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C
1	Accountability	49	2	-6
2	Development & Training	58	1	-4
3	Effectiveness	73	2	-10
4	Empowerment	67	0	-1
5	Engagement	85	0	-2
6	Image	81	0	-1
7	Immediate Manager	81	1	-7
8	Leadership	68	0	-1
9	Pay & Benefits	67	-3	5
10	Respect & Fairness	65	-1	-1
11	Strategic Clarity	83	0	-4
12	Teamwork	73	1	-7

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COLLEGE OF ARTS & LETTERS (98)

Category Scores By Manage/Supervise

A. COLLEGE OF ARTS & LETTERS (98)

C. COLLEGE OF ARTS & LETTERS: YES - MANAGE/SUPERVISE (21)

B. COLLEGE OF ARTS & LETTERS: NO - MANAGE/SUPERVISE (77)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C
1	Accountability	49	-2	6
2	Development & Training	58	-1	2
3	Effectiveness	73	-2	6
4	Empowerment	67	-2	6
5	Engagement	85	-2	6
6	Image	81	-1	3
7	Immediate Manager	81	-1	4
8	Leadership	68	-2	6
9	Pay & Benefits	67	-2	8
10	Respect & Fairness	65	-2	9
11	Strategic Clarity	83	-1	3
12	Teamwork	73	-1	5

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COLLEGE OF ARTS & LETTERS (98)

Category Scores By Length of Service with University

- A. COLLEGE OF ARTS & LETTERS (98)
- B. COLLEGE OF ARTS & LETTERS: LESS THAN 2 YRS W/ UNIVERSITY (17)
- C. COLLEGE OF ARTS & LETTERS: 2 YRS < 5 YRS W/ UNIVERSITY (14)
- D. COLLEGE OF ARTS & LETTERS: 5 YRS < 10 YRS W/ UNIVERSITY (23)
- E. COLLEGE OF ARTS & LETTERS: 10 YRS < 15 YRS W/ UNIVERSITY (15)
- F. COLLEGE OF ARTS & LETTERS: 15 YRS OR MORE W/ UNIVERSITY (29)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C	D	E	F
1	Accountability	49	-4	-3	1	7	0
2	Development & Training	58	1	-3	-3	7	0
3	Effectiveness	73	-3	-5	3	10	-3
4	Empowerment	67	0	0	1	3	-2
5	Engagement	85	0	7	-5	5	-2
6	Image	81	3	11	-5	2	-4
7	Immediate Manager	81	-7	5	6	7	-6
8	Leadership	68	2	5	-1	10	-8
9	Pay & Benefits	67	4	-1	-1	9	-6
10	Respect & Fairness	65	7	8	-6	8	-7
11	Strategic Clarity	83	1	0	2	8	-6
12	Teamwork	73	-6	-14	6	9	0

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COLLEGE OF ARTS & LETTERS (98)

Category Scores By Length of Service in Current Position

- A. COLLEGE OF ARTS & LETTERS (98)
- B. COLLEGE OF ARTS & LETTERS: LESS THAN 2 YRS IN CURRENT POSITION (27)
- C. COLLEGE OF ARTS & LETTERS: 2 YRS < 5 YRS IN CURRENT POSITION (20)
- D. COLLEGE OF ARTS & LETTERS: 5 YRS < 10 YRS IN CURRENT POSITION (27)
- E. COLLEGE OF ARTS & LETTERS: 10 YRS < 15 YRS IN CURRENT POSITION (15)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C	D	E
1	Accountability	49	4	4	-2	2
2	Development & Training	58	6	-3	-6	11
3	Effectiveness	73	-2	3	-1	5
4	Empowerment	67	2	-3	-3	7
5	Engagement	85	4	6	-8	2
6	Image	81	4	6	-6	0
7	Immediate Manager	81	-1	7	4	0
8	Leadership	68	3	7	-6	1
9	Pay & Benefits	67	7	0	-6	3
10	Respect & Fairness	65	8	6	-9	0
11	Strategic Clarity	83	0	4	-3	-1
12	Teamwork	73	-4	-1	2	5

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COLLEGE OF ARTS & LETTERS (98)

Category Scores By Age

A. COLLEGE OF ARTS & LETTERS (98)

B. COLLEGE OF ARTS & LETTERS: 35 - 44 YRS OLD (23)

C. COLLEGE OF ARTS & LETTERS: 45 - 54 YRS OLD (35)

D. COLLEGE OF ARTS & LETTERS: 55 OR OLDER (26)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C	D
1	Accountability	49	1	2	-2
2	Development & Training	58	8	-2	1
3	Effectiveness	73	5	0	1
4	Empowerment	67	4	-3	1
5	Engagement	85	5	0	-3
6	Image	81	7	-1	-5
7	Immediate Manager	81	4	-1	1
8	Leadership	68	12	-2	-5
9	Pay & Benefits	67	3	-6	4
10	Respect & Fairness	65	9	-5	-5
11	Strategic Clarity	83	6	-1	0
12	Teamwork	73	2	1	3

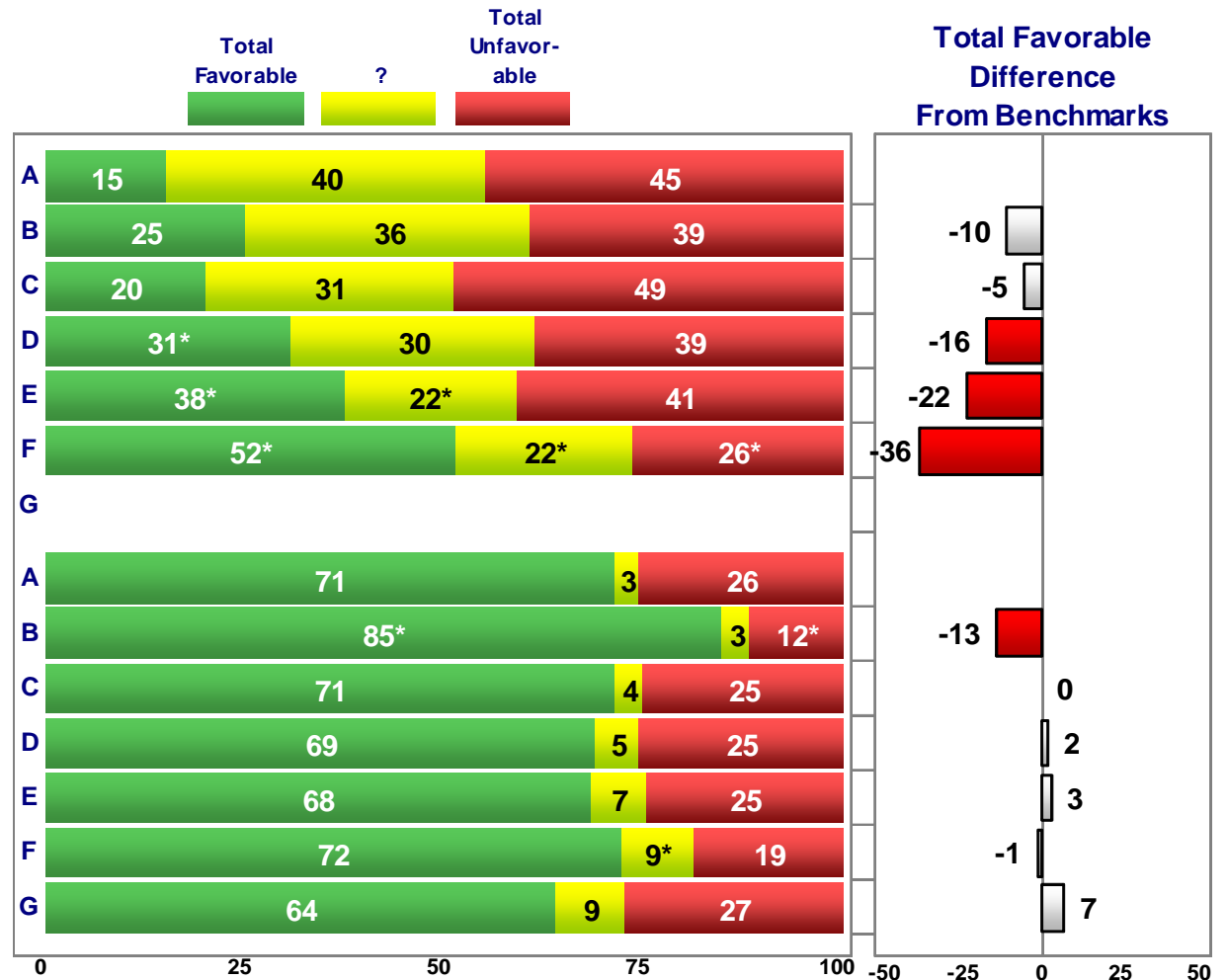
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 1: Accountability

1. The University takes appropriate action when dealing with poor performers.

14. My manager/supervisor gives me regular feedback on my performance.



** indicates a statistically significant difference* **Red / Green Difference Bars are statistically significant**

Legend

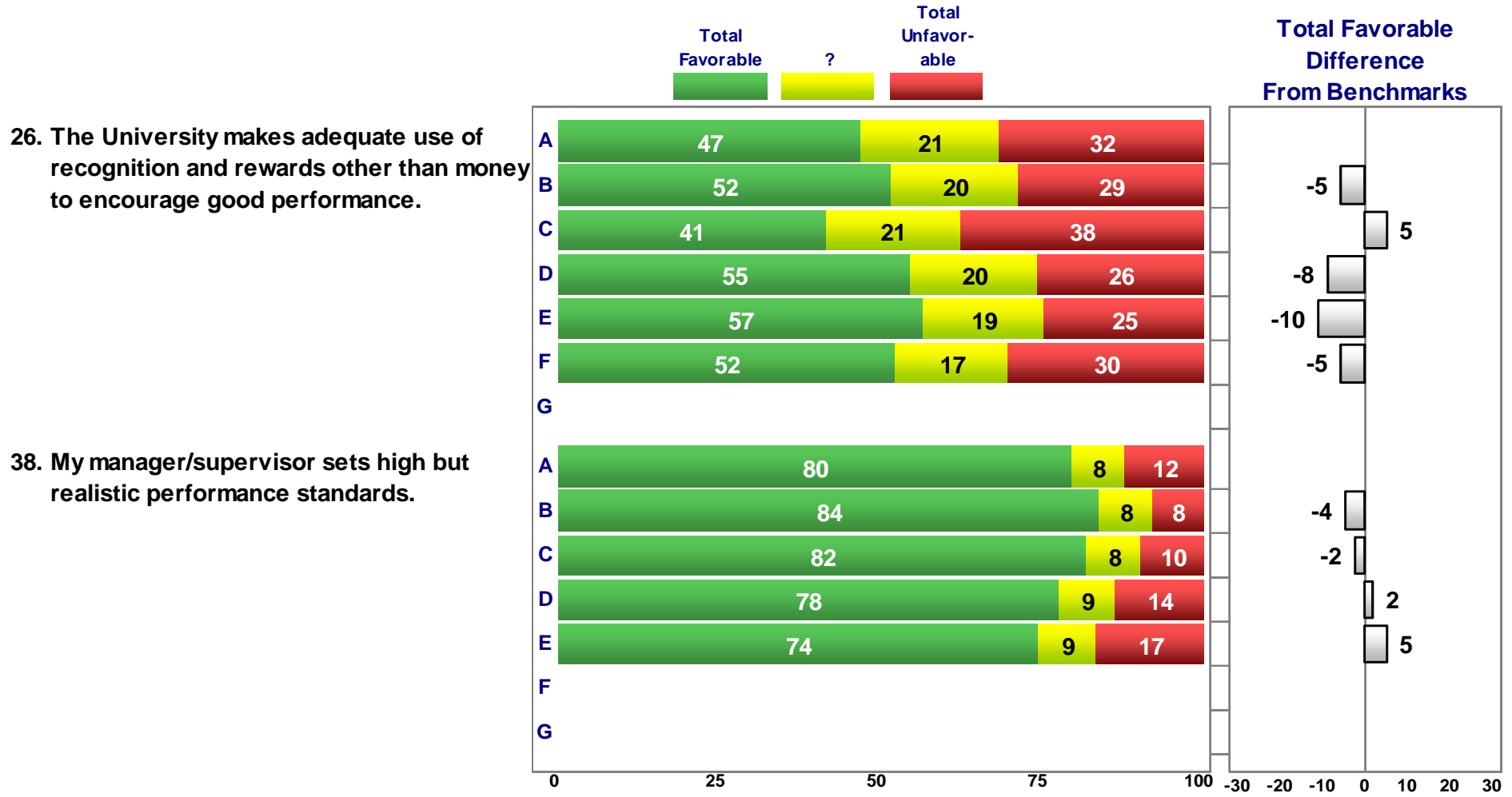
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- G. TOWERS WATSON GLOBAL UNIVERSITY STAFF NORM (7150)

COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 1: Accountability



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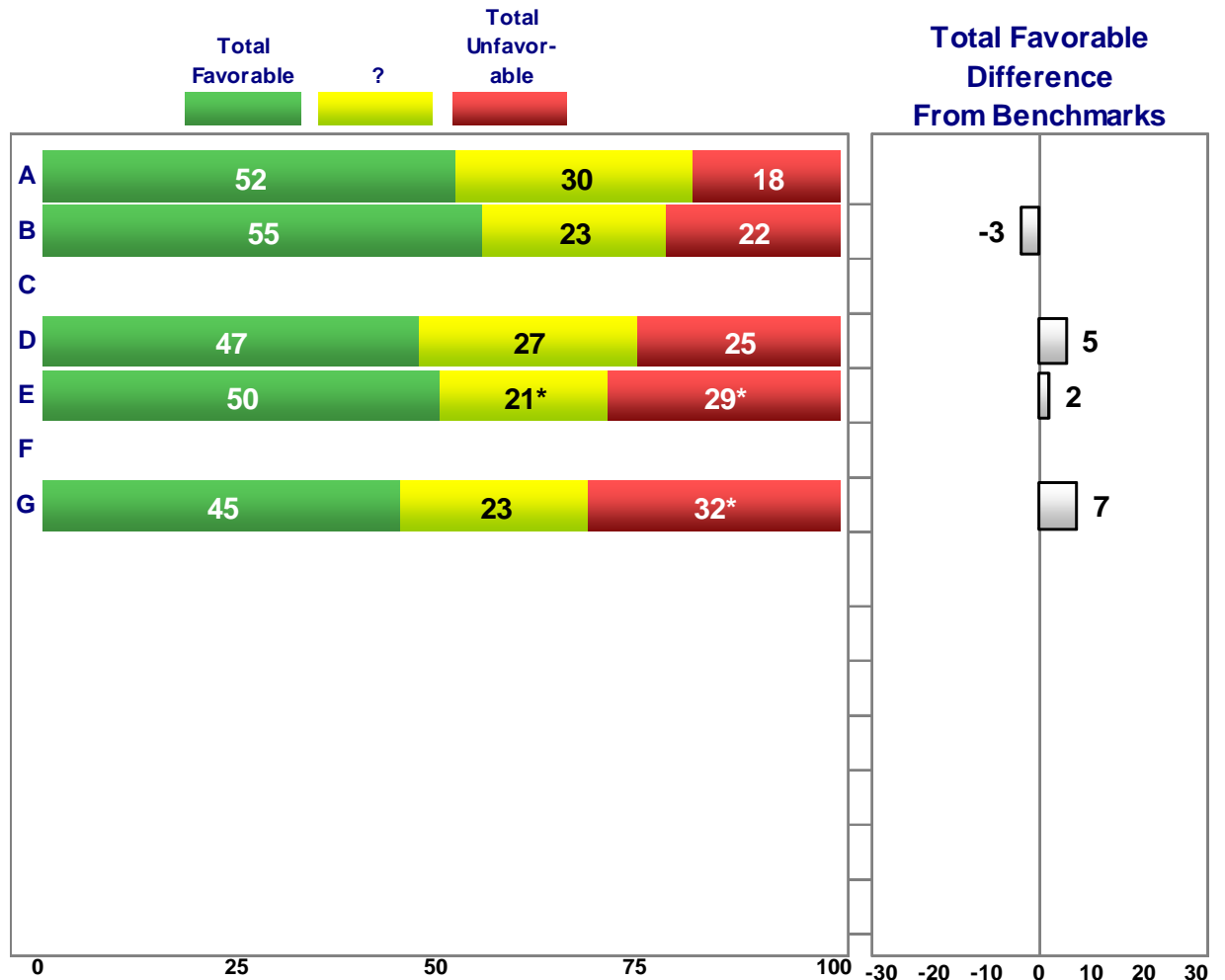
Legend	
A. COLLEGE OF ARTS & LETTERS (98)	E. UNIVERSITY OF NOTRE DAME OVERALL (2482)
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D. PROVOST (704)	

COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 1: Accountability

50. From what I know, my manager/supervisor takes appropriate action when dealing with poor performers.



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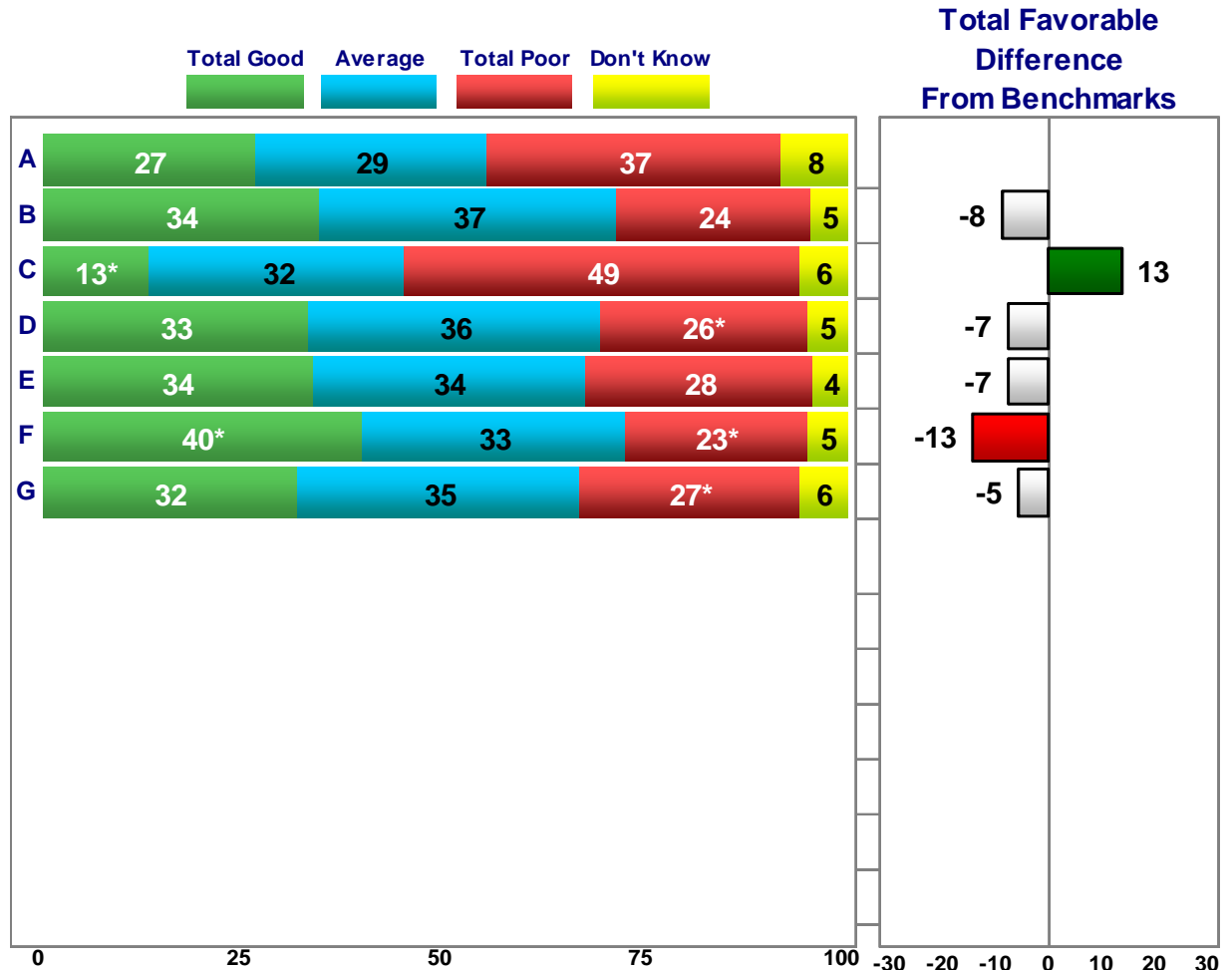
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COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 1: Accountability

78. How good a job do you feel the University is doing in matching pay to performance?



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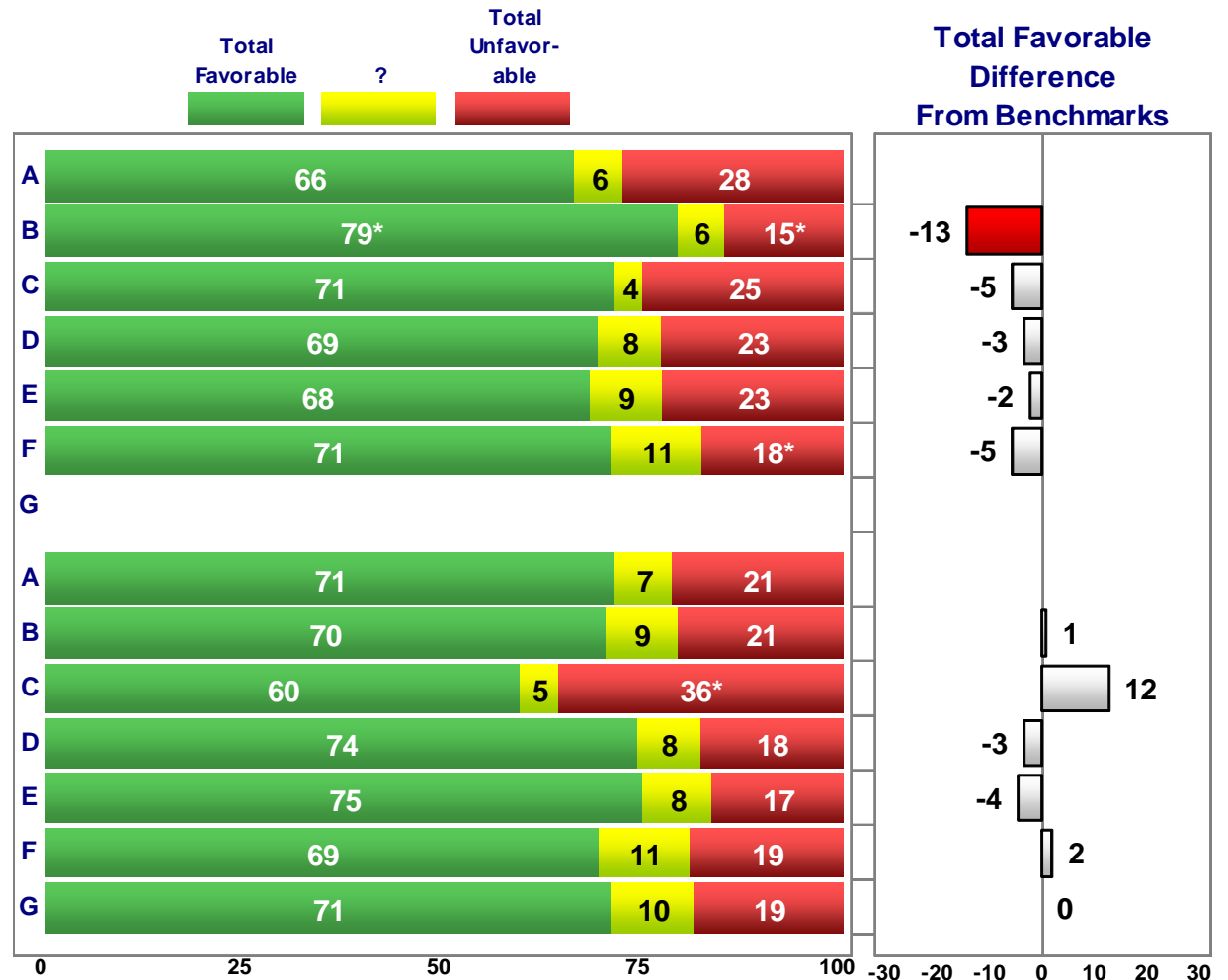
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 2: Development & Training

2. I am satisfied with my career progress at the University of Notre Dame.

15. I believe I have the opportunity, funding and paid time from the University for personal development, training and growth.



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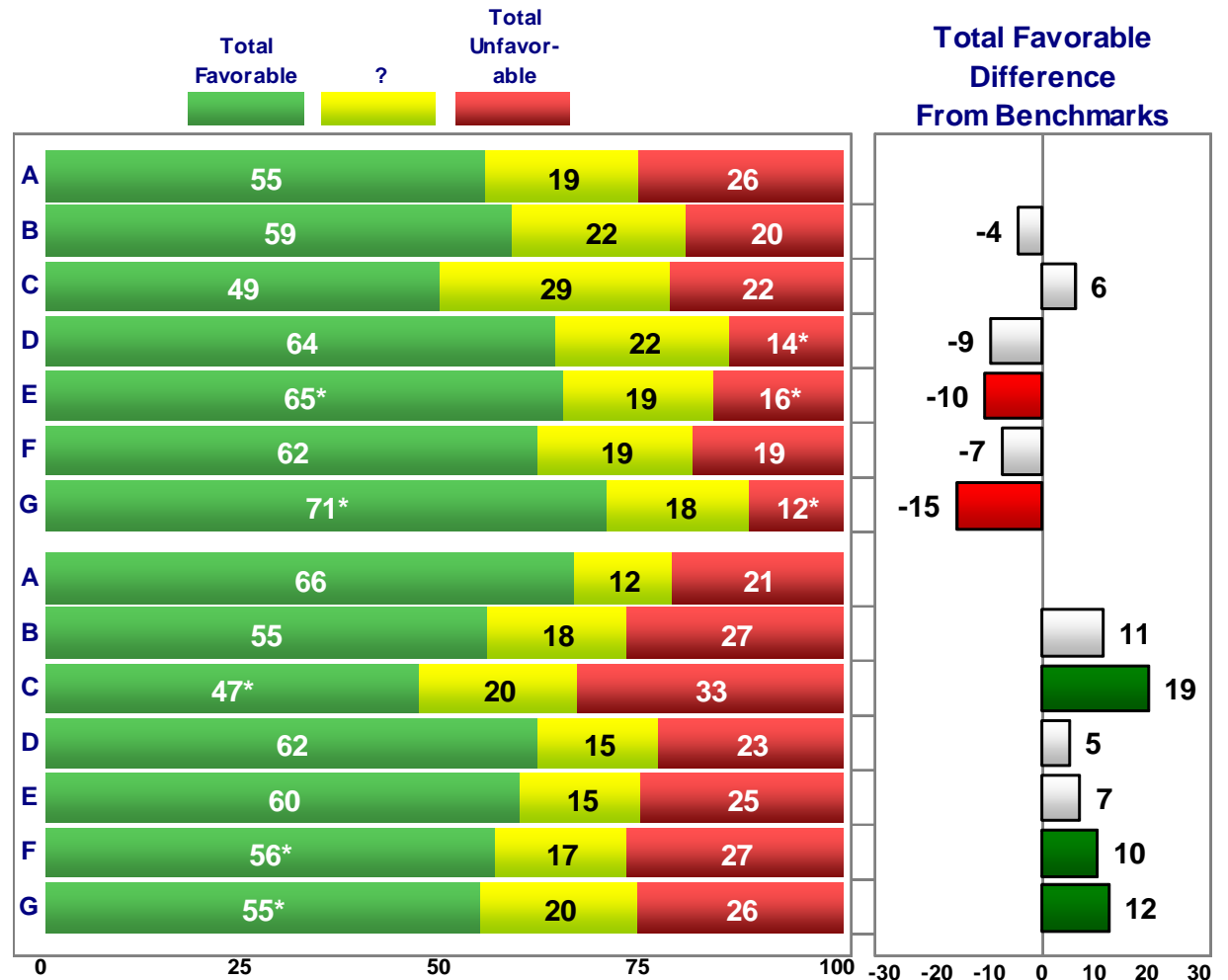
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 2: Development & Training

27a. I think the University is doing a good job of: Recruiting the right people for its future needs

27b. I think the University is doing a good job of: Developing people to their full potential



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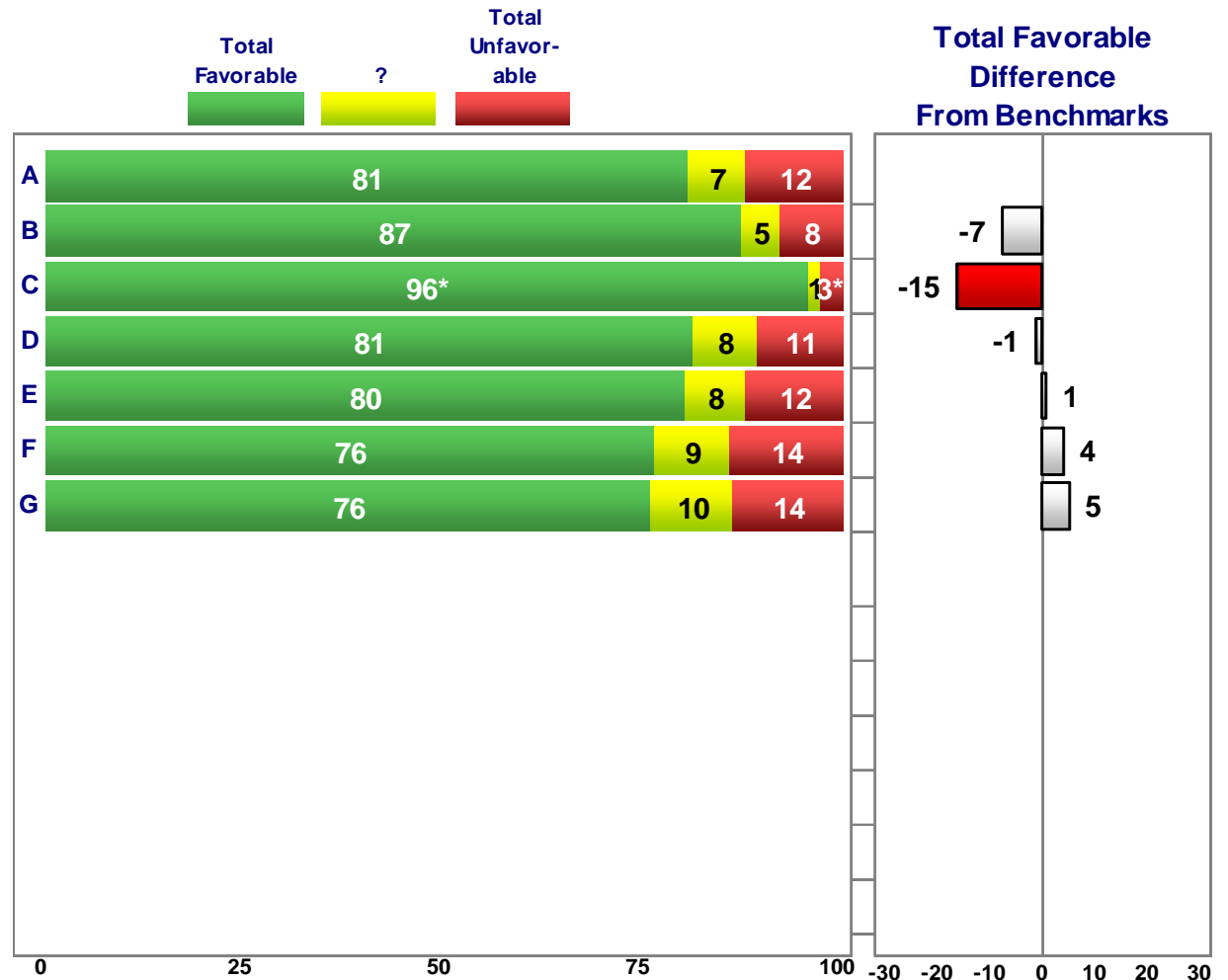
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COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 2: Development & Training

39. The training I receive has adequately prepared me for the work I do.



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Legend

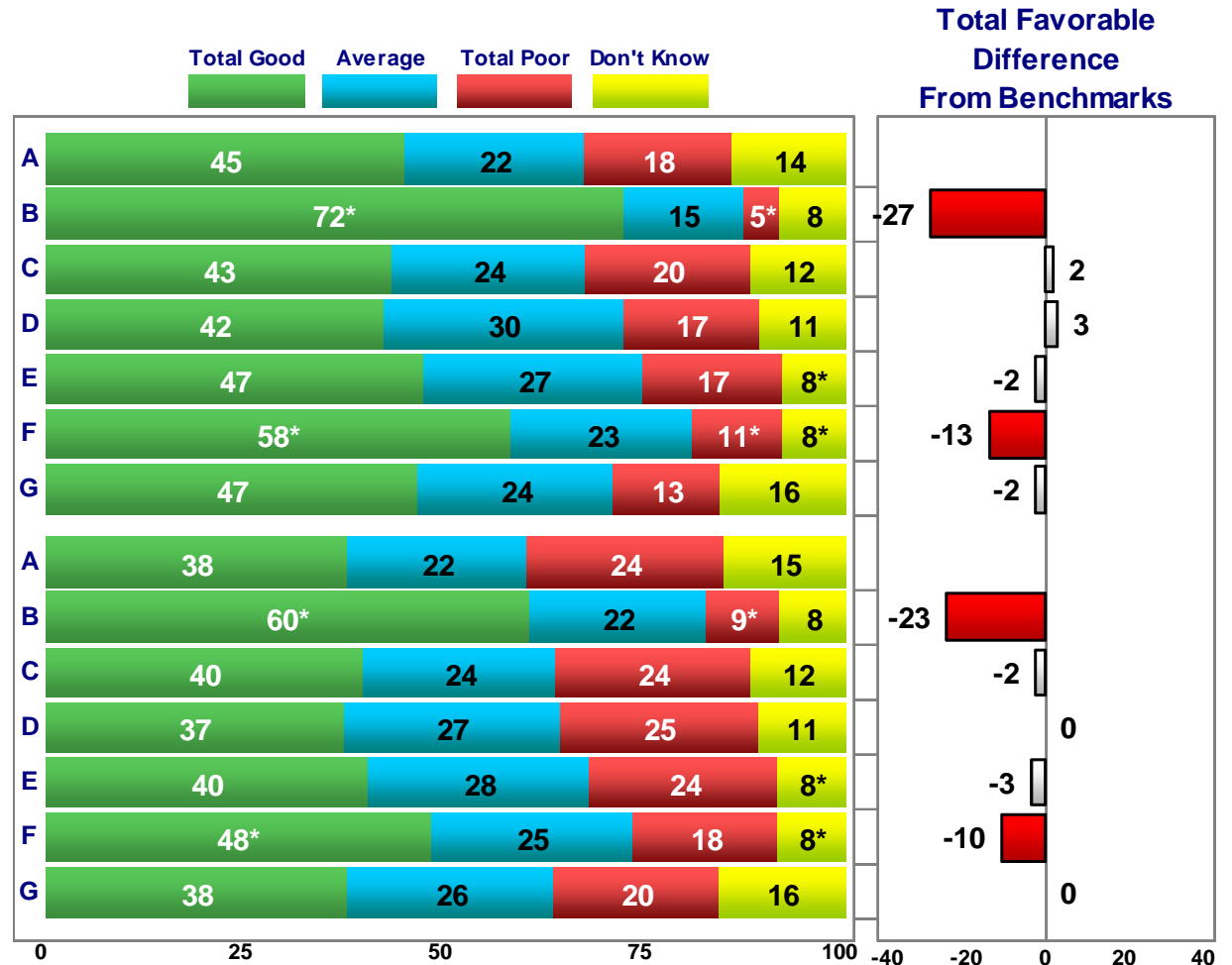
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Category 2: Development & Training

79a. How do you rate your last performance review on the following: Helping you improve your job performance

79b. How do you rate your last performance review on the following: Helping you in your career development and planning



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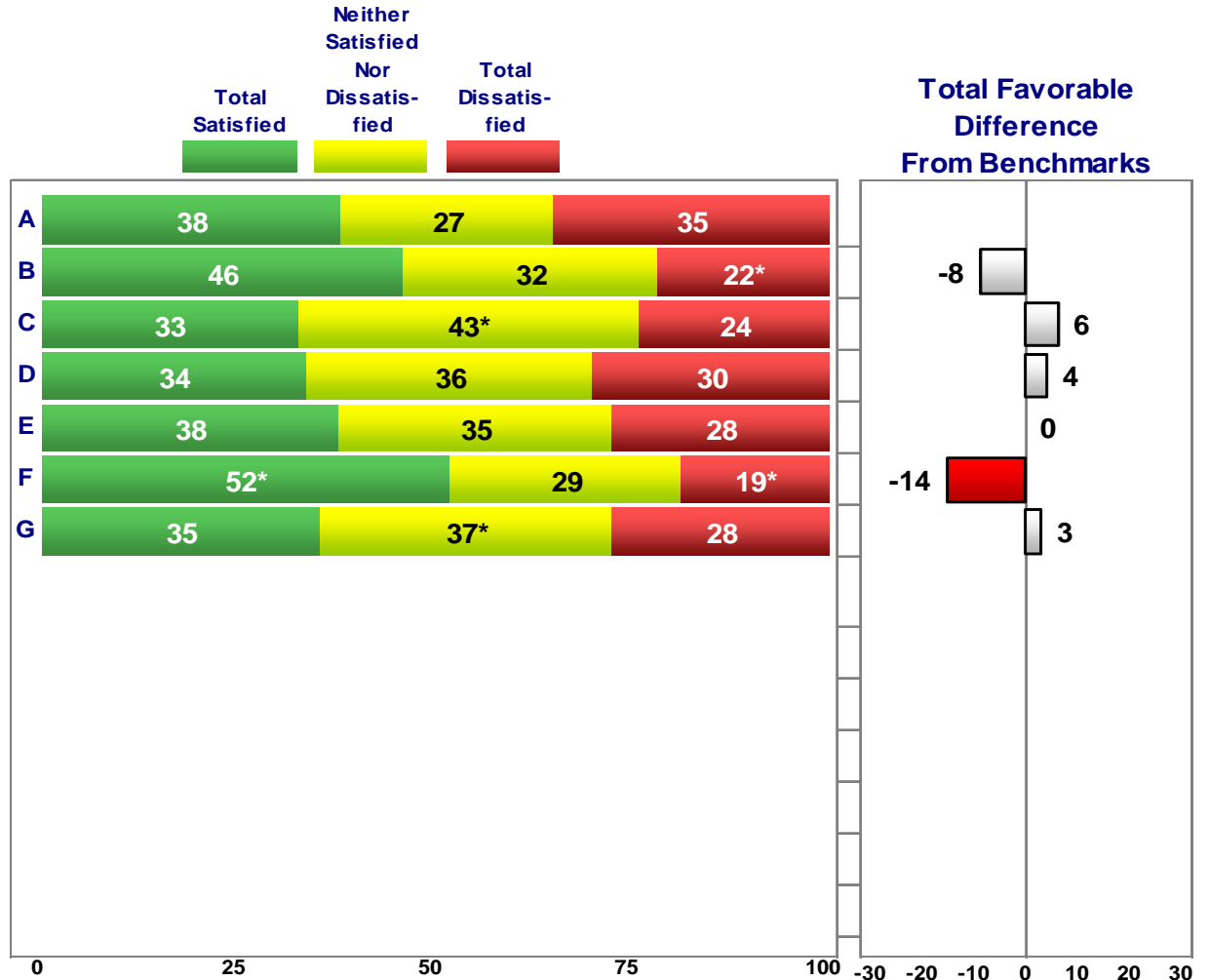
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Category 2: Development & Training

86. How satisfied are you with your opportunity to advance to a better job at the University of Notre Dame?



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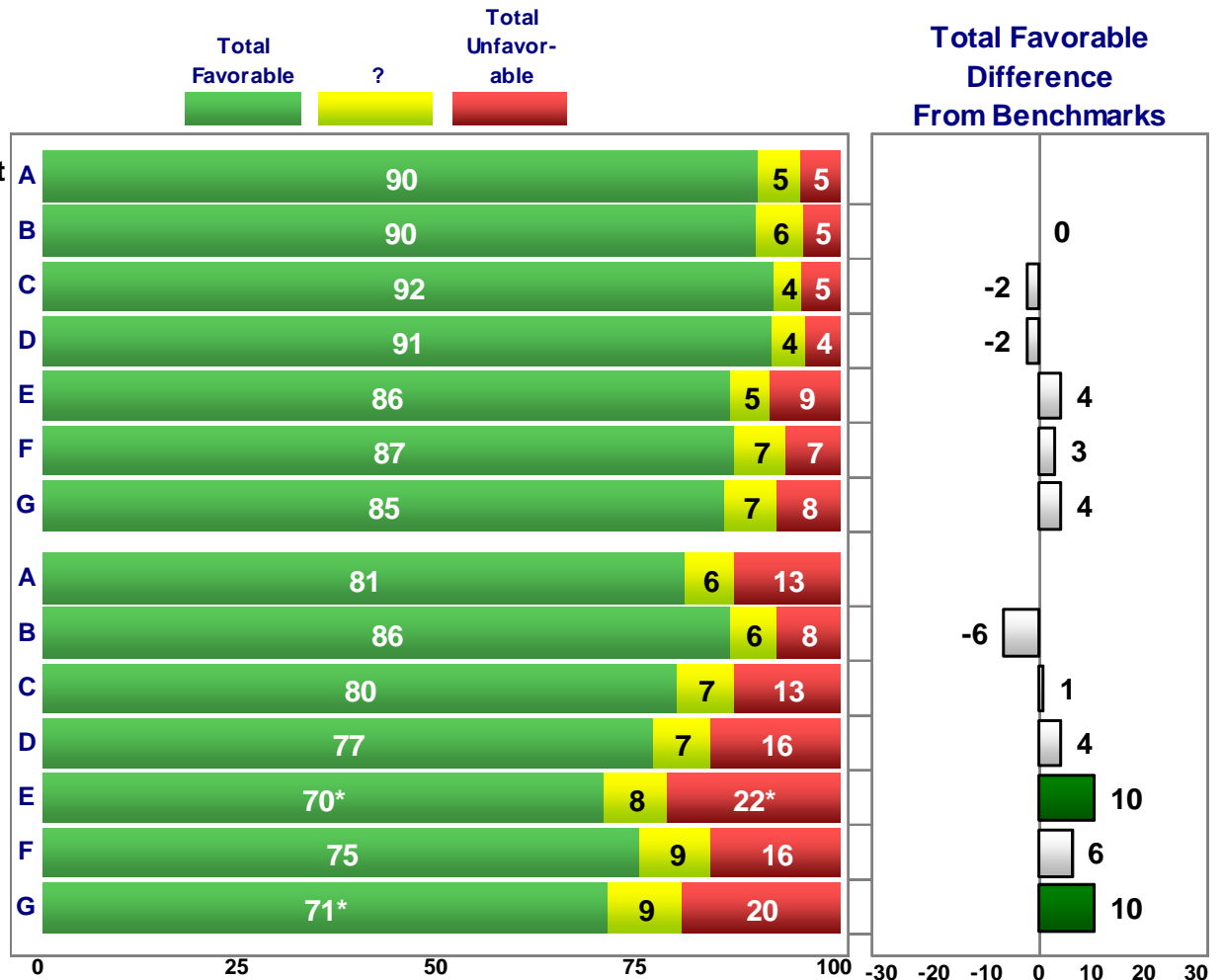
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 3: Effectiveness

3. The quality of work done in my department is excellent.

16. My department operates efficiently.



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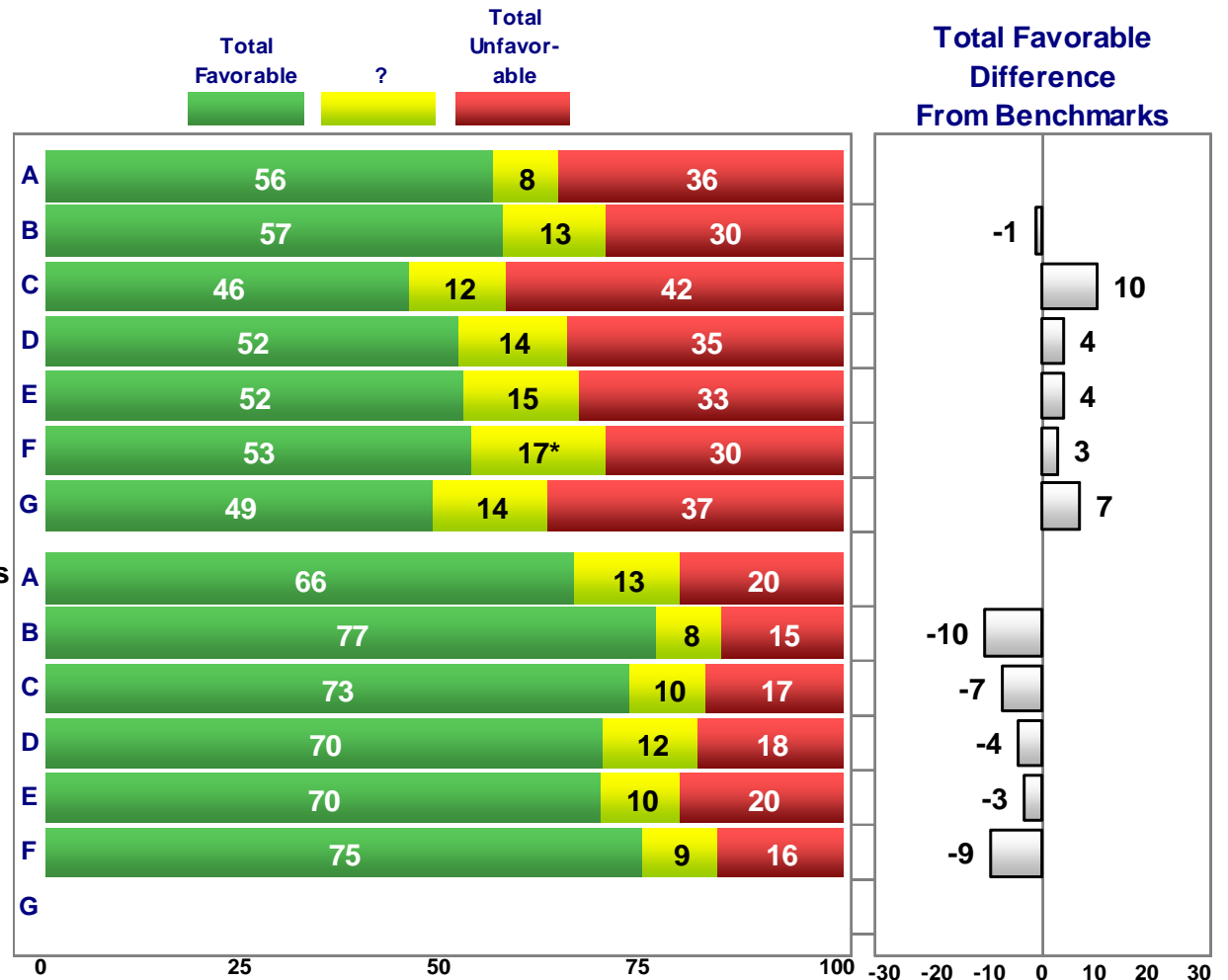
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 3: Effectiveness

28. There is effective sharing of information across departments/work groups.

40. In my department, team meetings/briefings are generally informative and useful.



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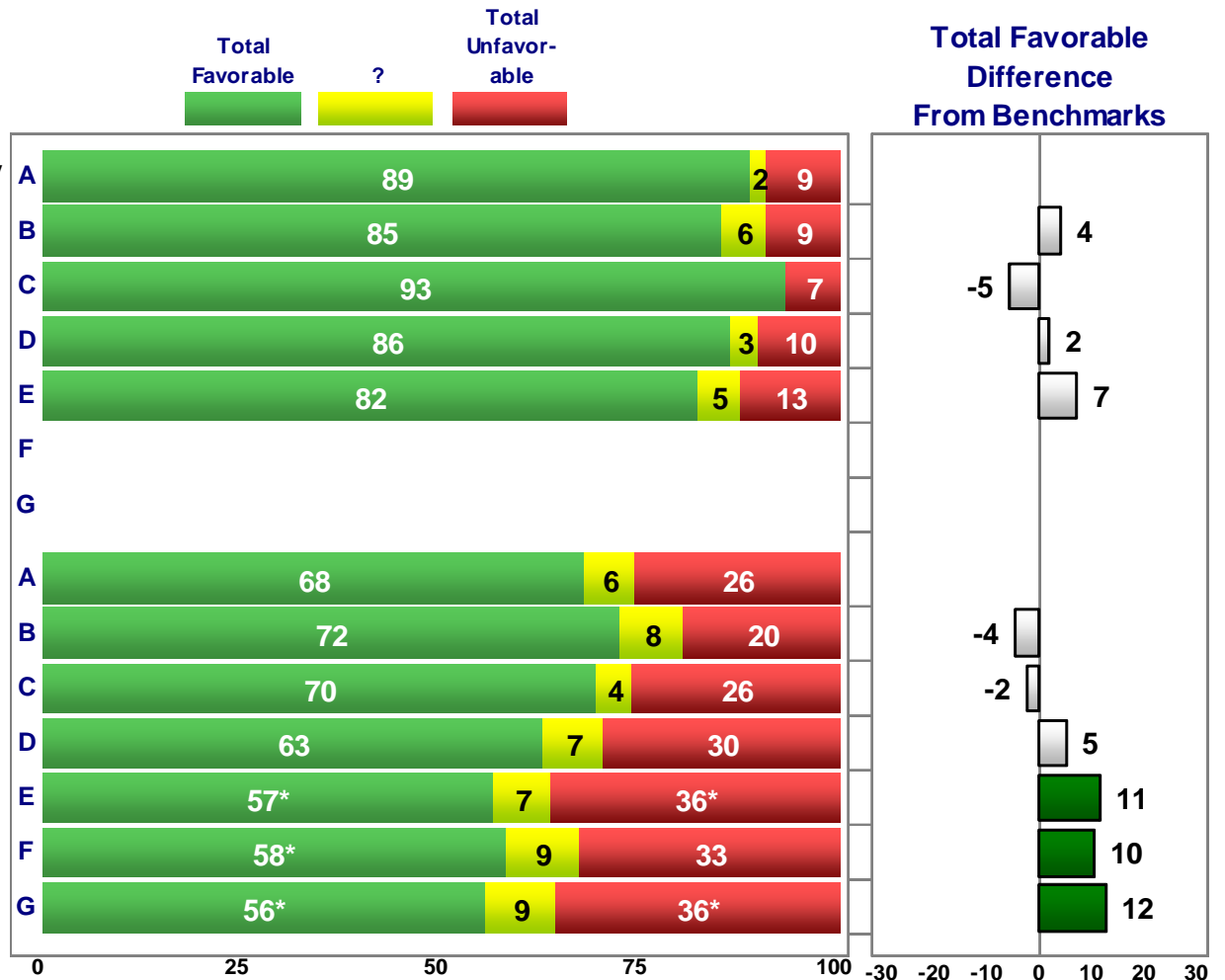
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 3: Effectiveness

51. I have adequate resources to carry out my responsibilities.

61. There is usually sufficient staff in my department to handle the workload.



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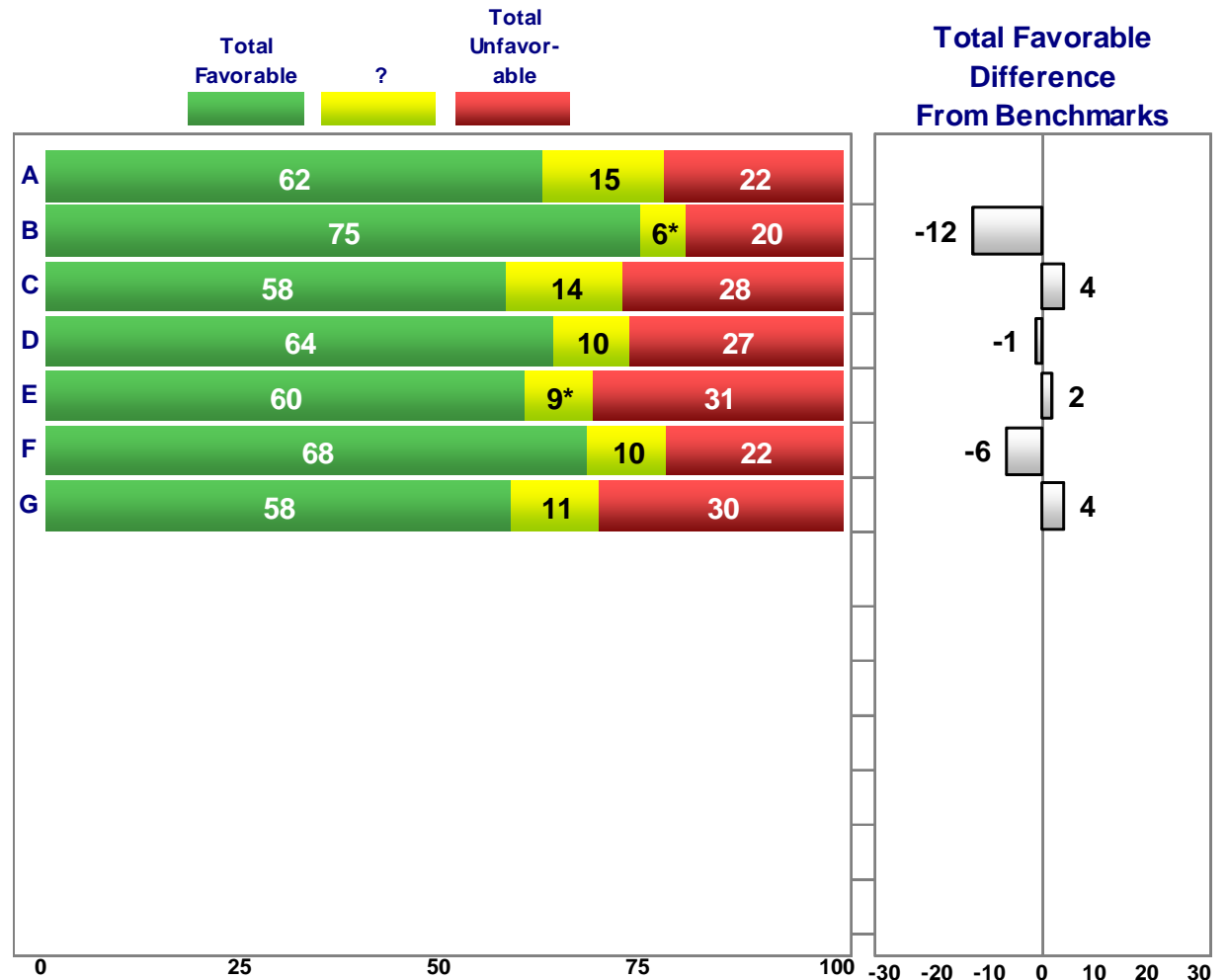
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COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 3: Effectiveness

68. Work is usually distributed fairly among employees in my department.



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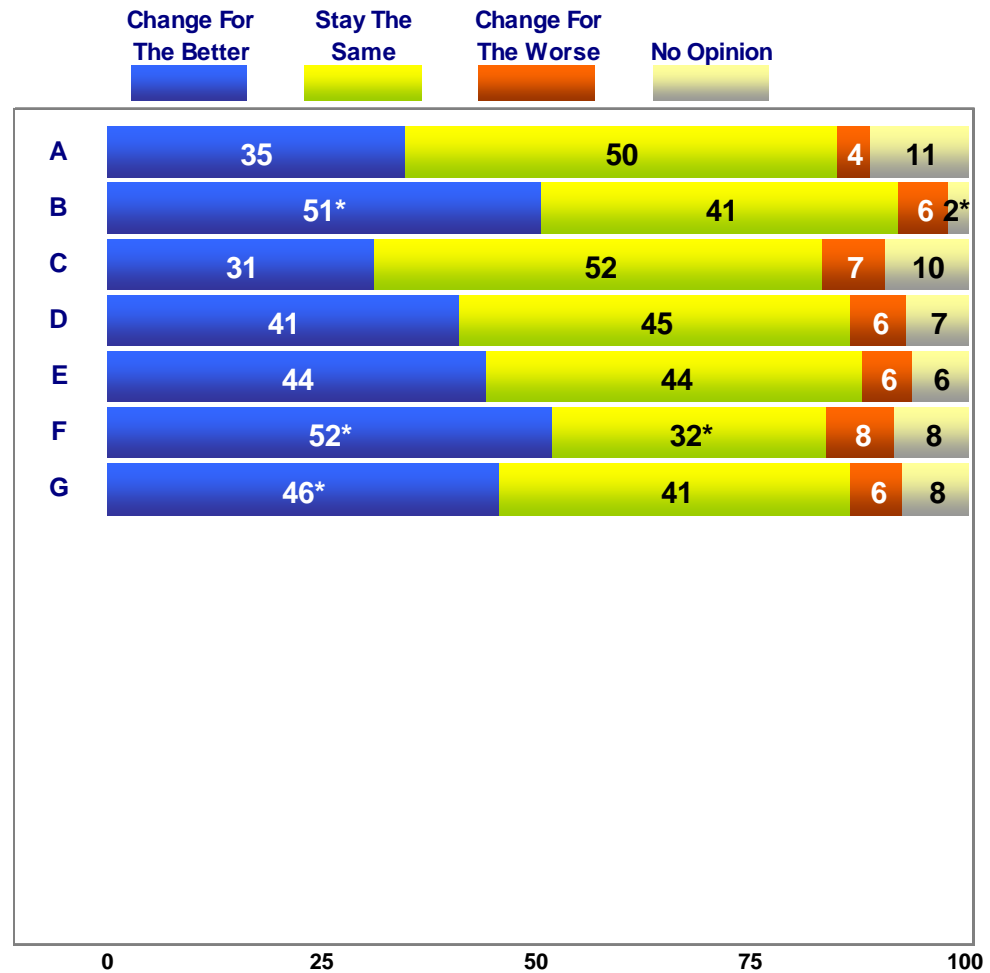
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COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 3: Effectiveness

84. Looking ahead to the next year or so, I think the University of Notre Dame will:



These are "No Favorable Response" Items

** indicates a statistically significant difference*

Legend

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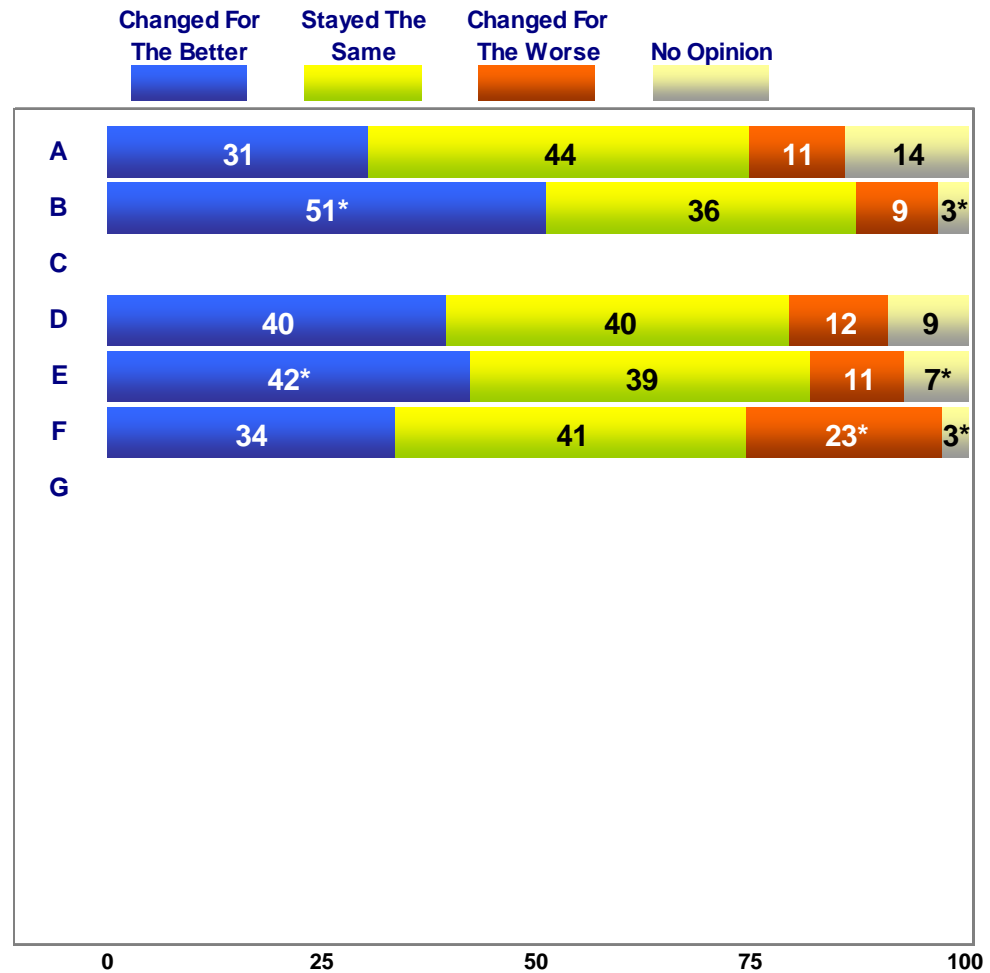
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COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 3: Effectiveness

85. Looking back over the past year, I think the University has:



These are "No Favorable Response" Items

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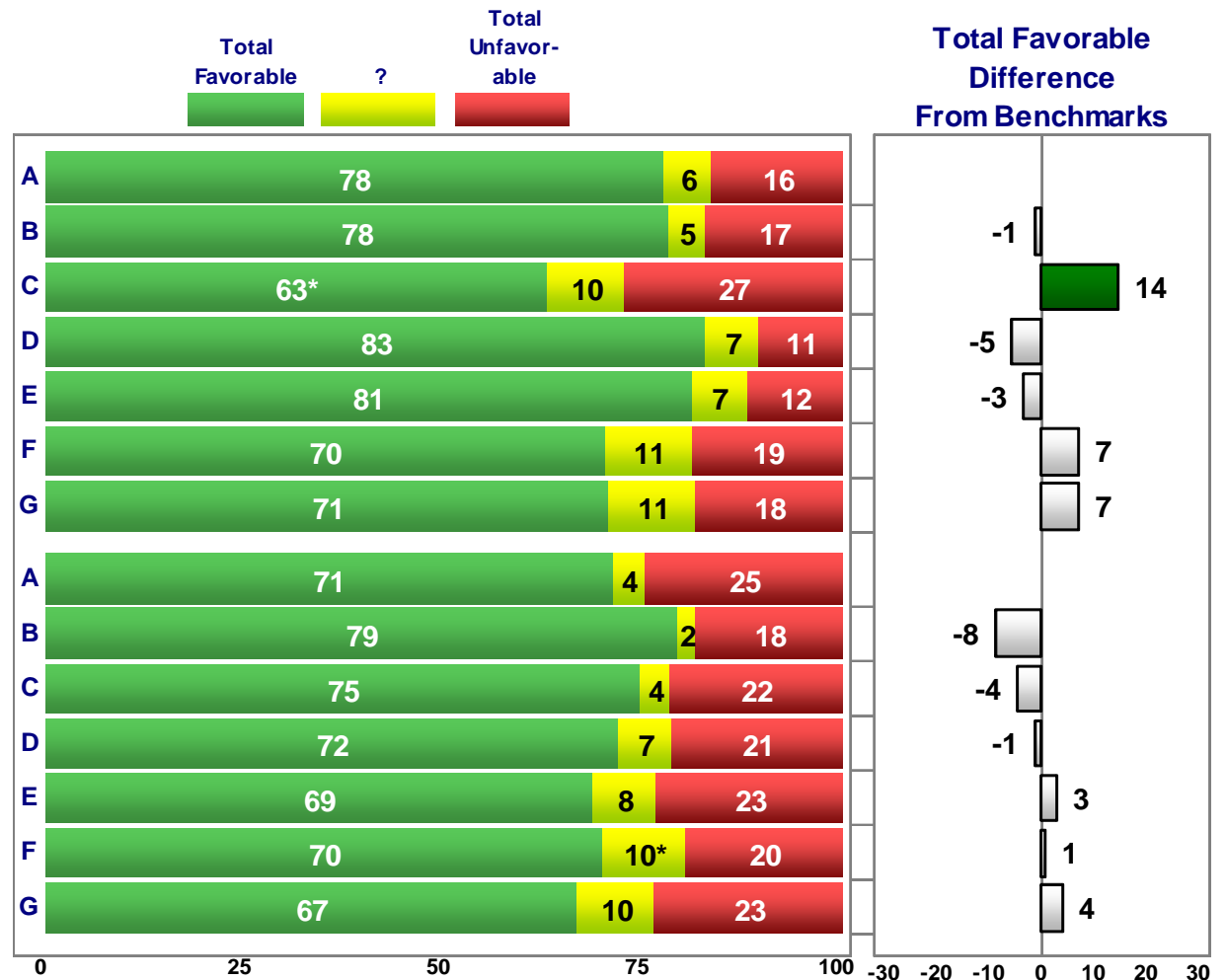
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 4: Empowerment

4. The University does an excellent job of keeping employees informed about matters affecting us.

17. I am satisfied with my involvement in decisions that affect my work.



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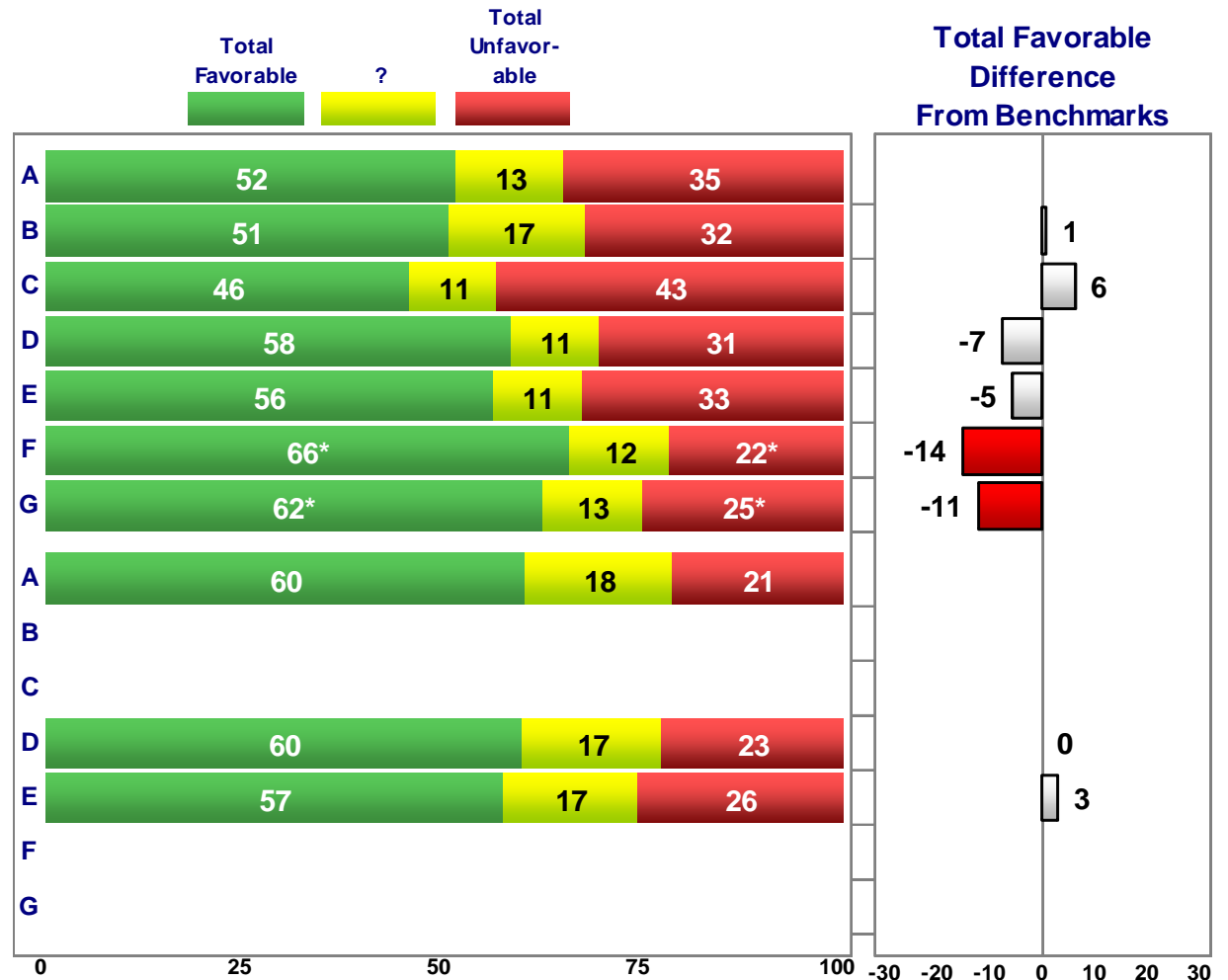
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 4: Empowerment

29. Most of the time it is safe to speak up.

32. Suggestions for change in my area are often implemented.



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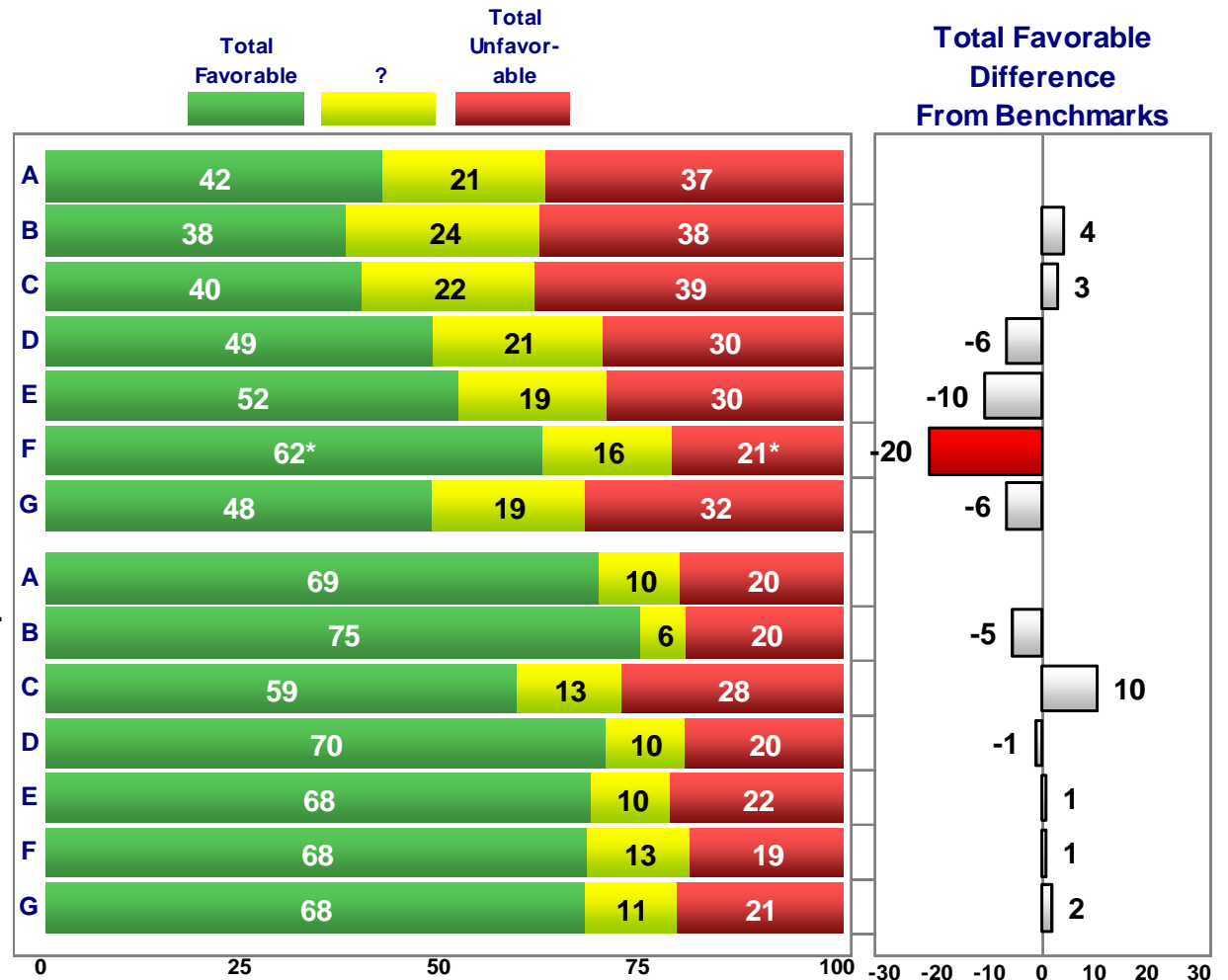
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 4: Empowerment

41. This University has established a climate where people can challenge our traditional ways of doing things.

52. Management trusts the judgment of individuals at my level in the organization.



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Legend

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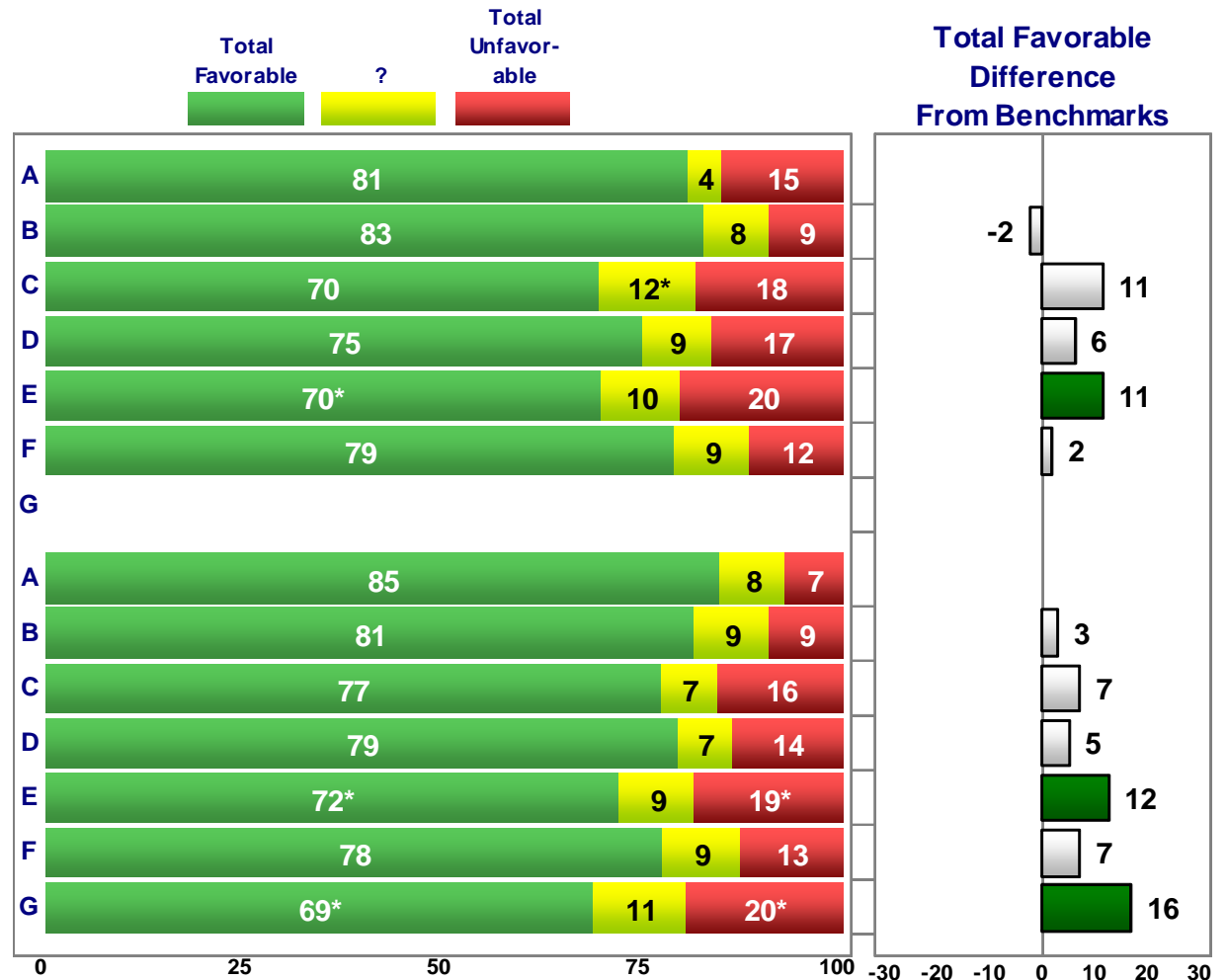
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 4: Empowerment

62. Regarding suggestions for change from employees, my manager/supervisor is usually receptive.

69. People in my department are encouraged to come up with innovative solutions to work-related problems.



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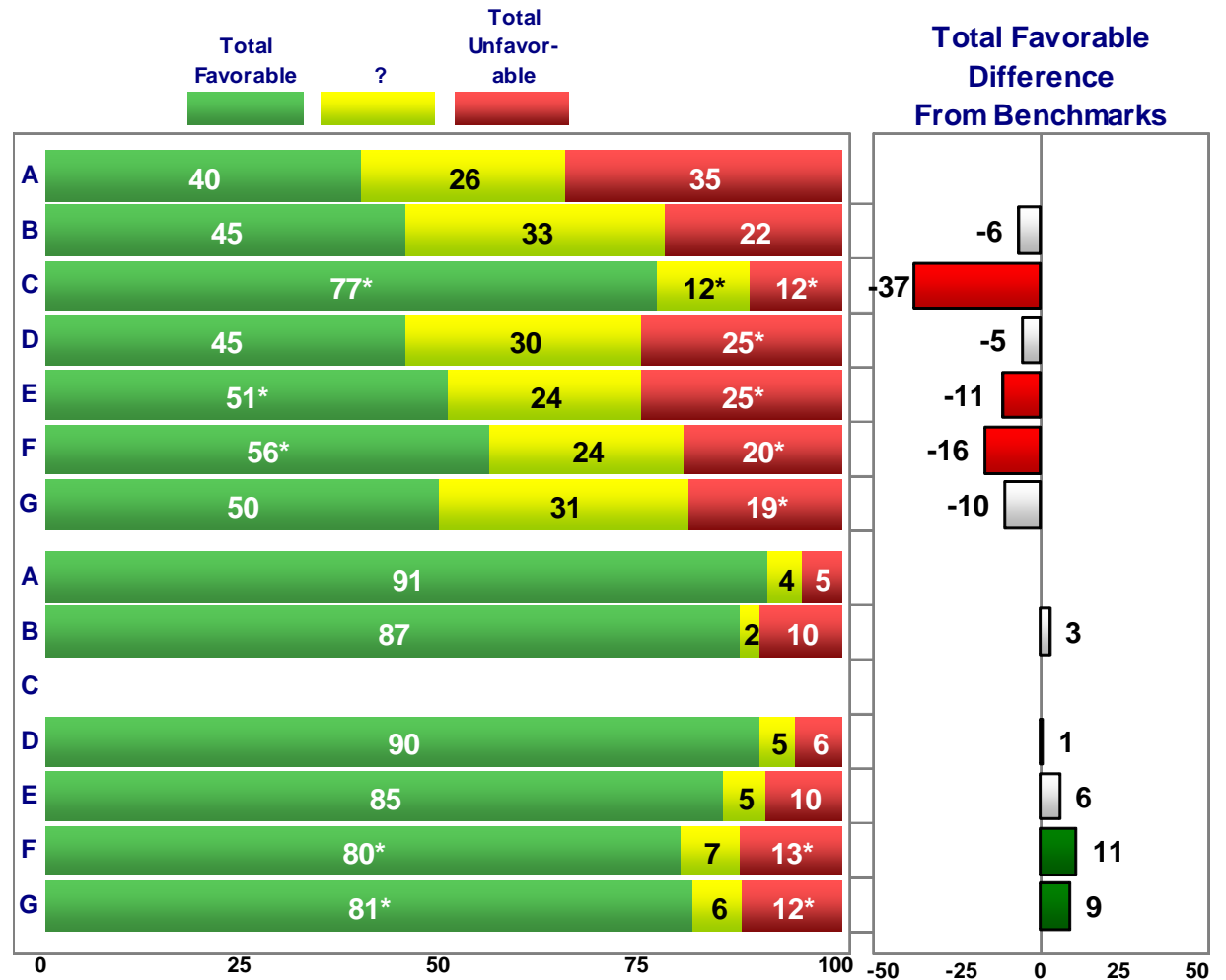
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 4: Empowerment

73. I am satisfied with the procedures available for resolving employee complaints.

76. The information I need to do my job is readily available.



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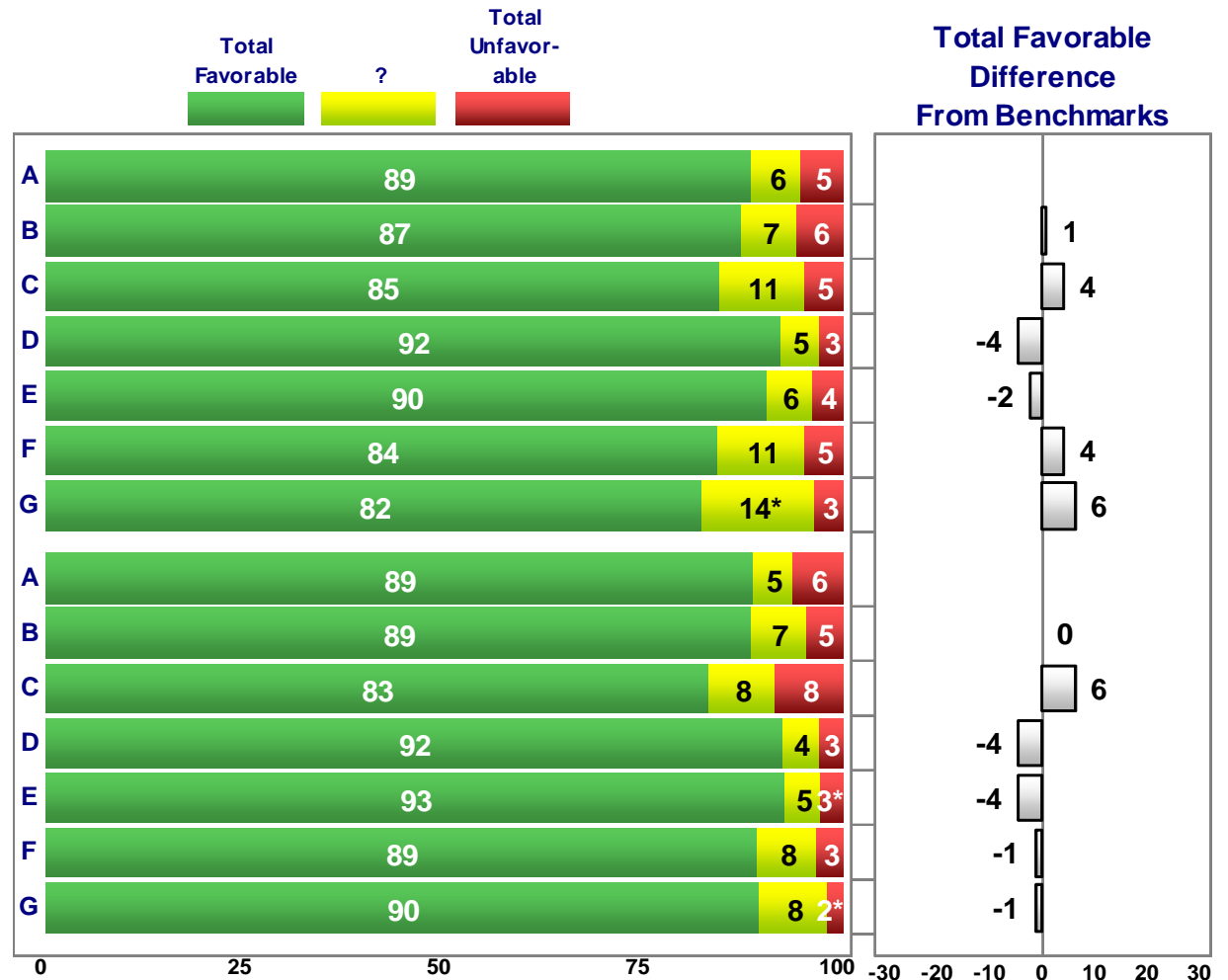
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 5: Engagement

5. I believe strongly in the goals and objectives of the University of Notre Dame.

18. I fully support the values for which the University stands.



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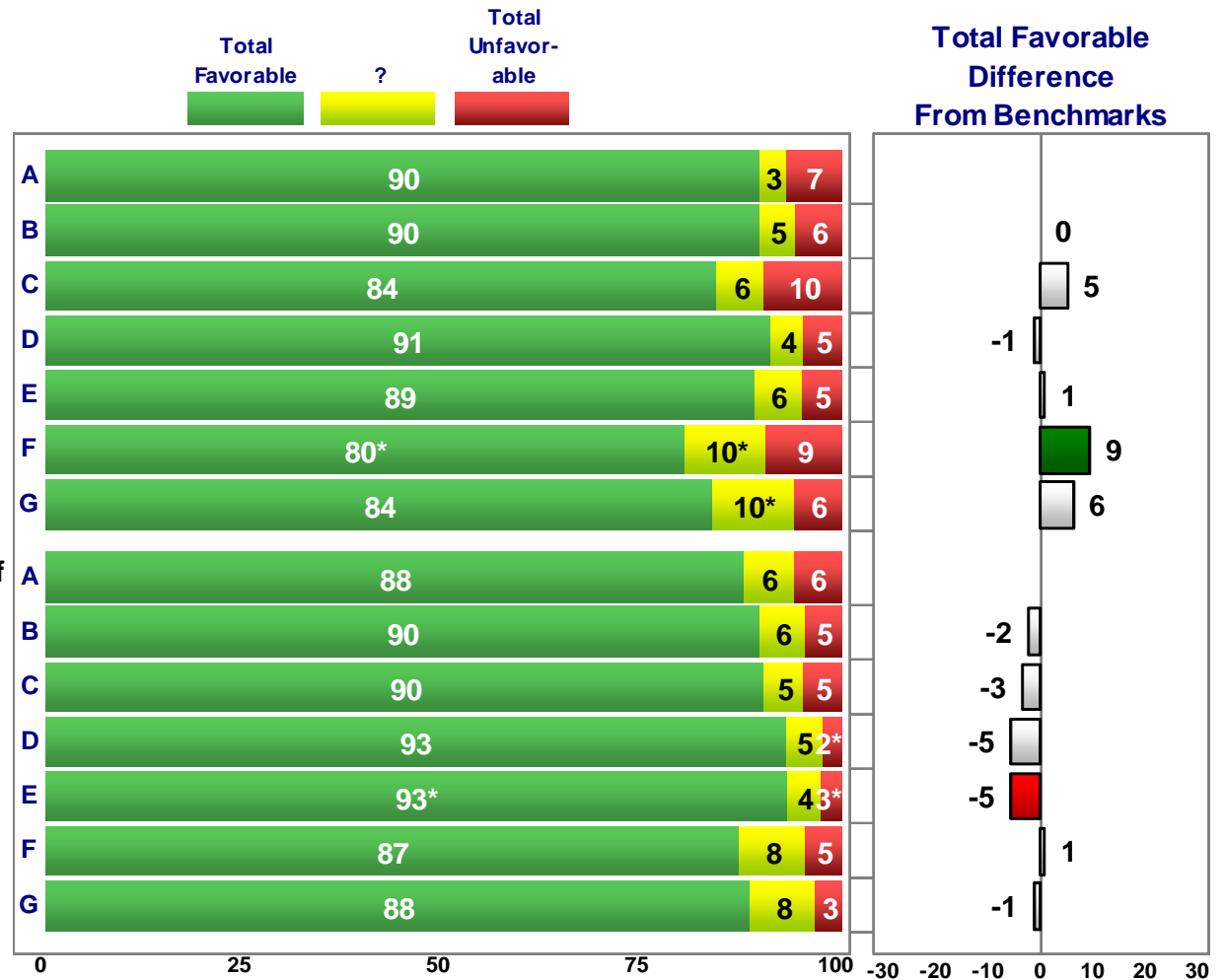
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 5: Engagement

30. I would recommend the University as a good place to work.

42. I am proud to be a part of the University of Notre Dame.



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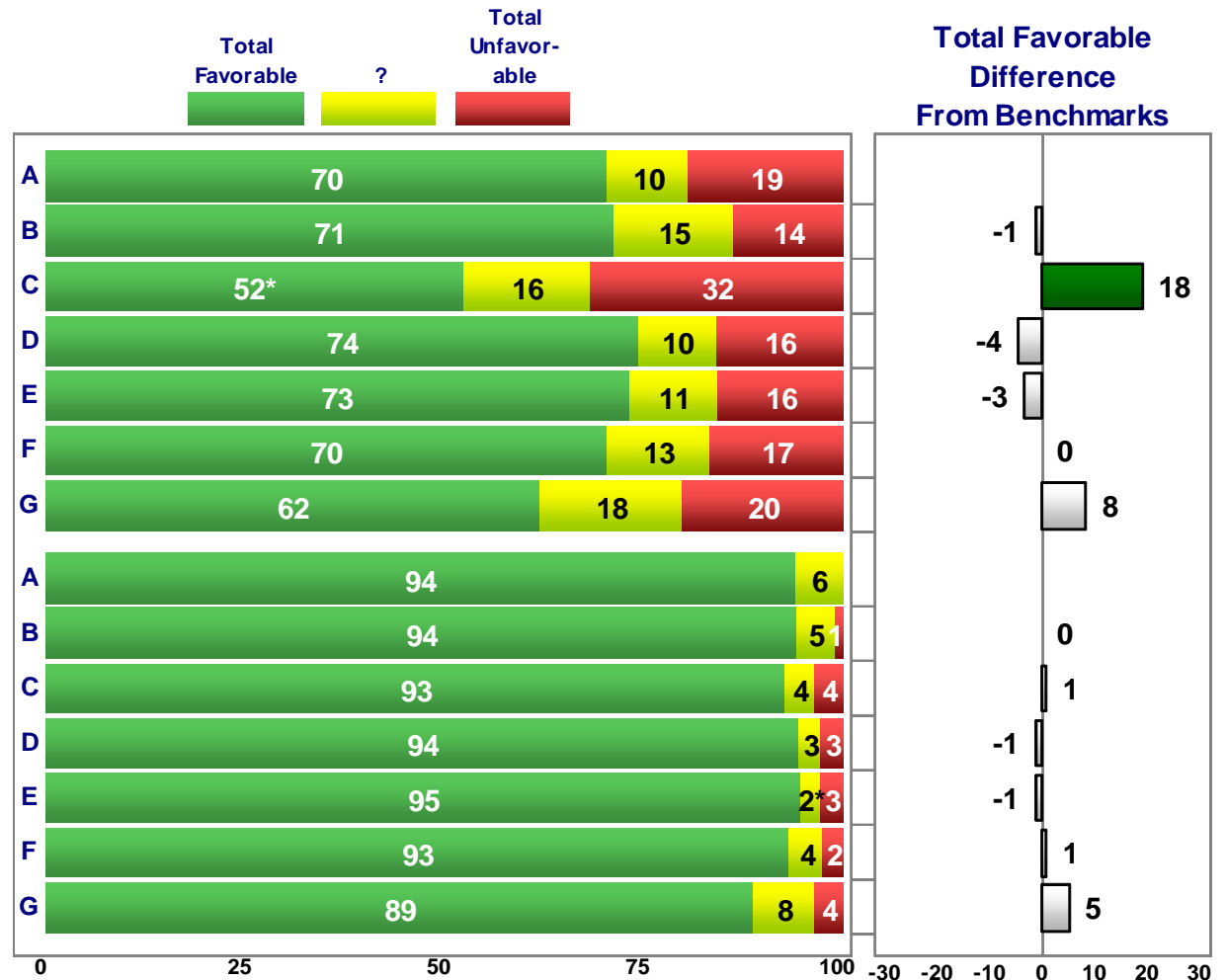
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 5: Engagement

53. The University energizes me to go the extra mile.

63. I am willing to work beyond what is required in my job in order to help the University succeed.



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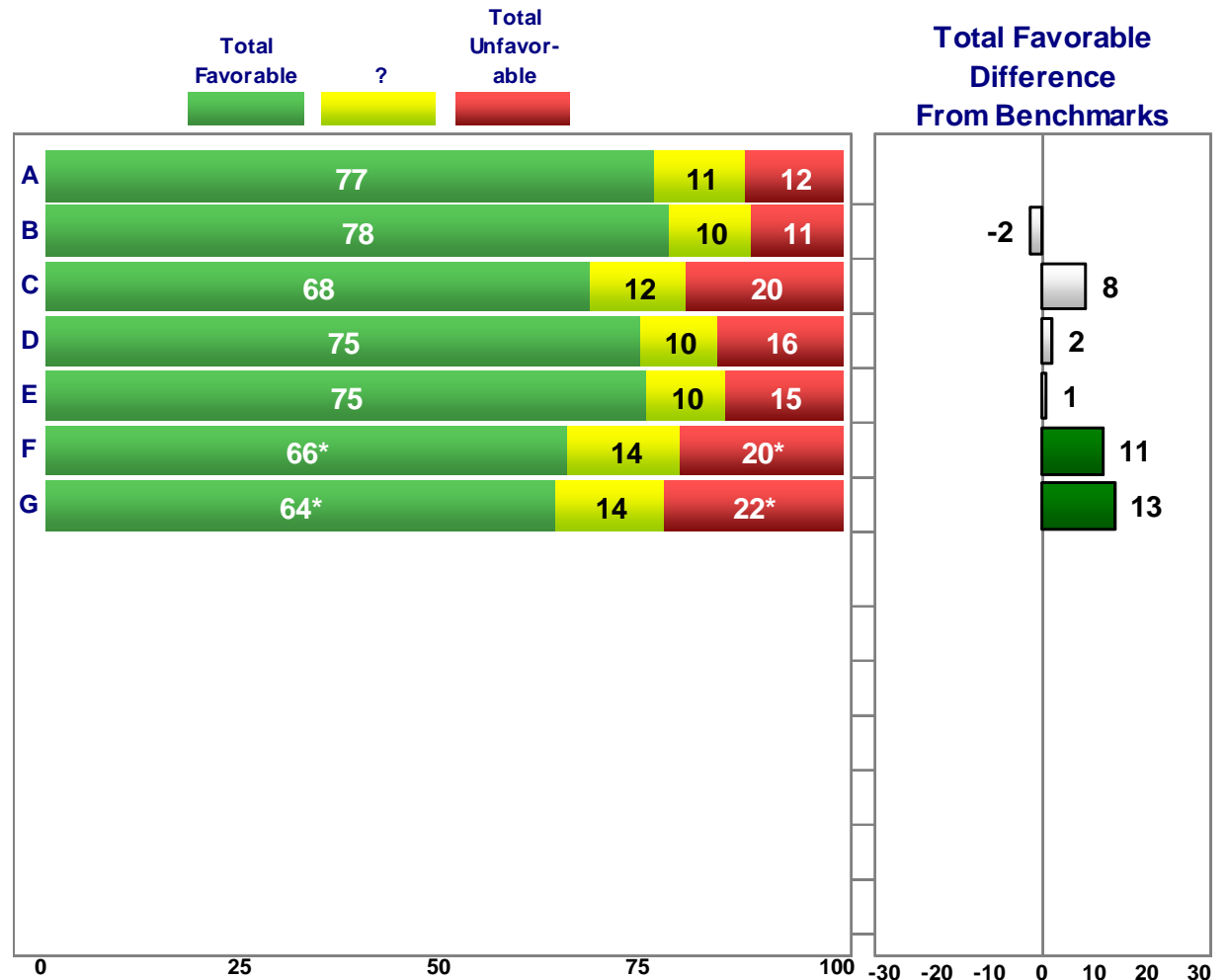
ND Voice 2010

COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 5: Engagement

70. It would take a lot to make me look for another employer.



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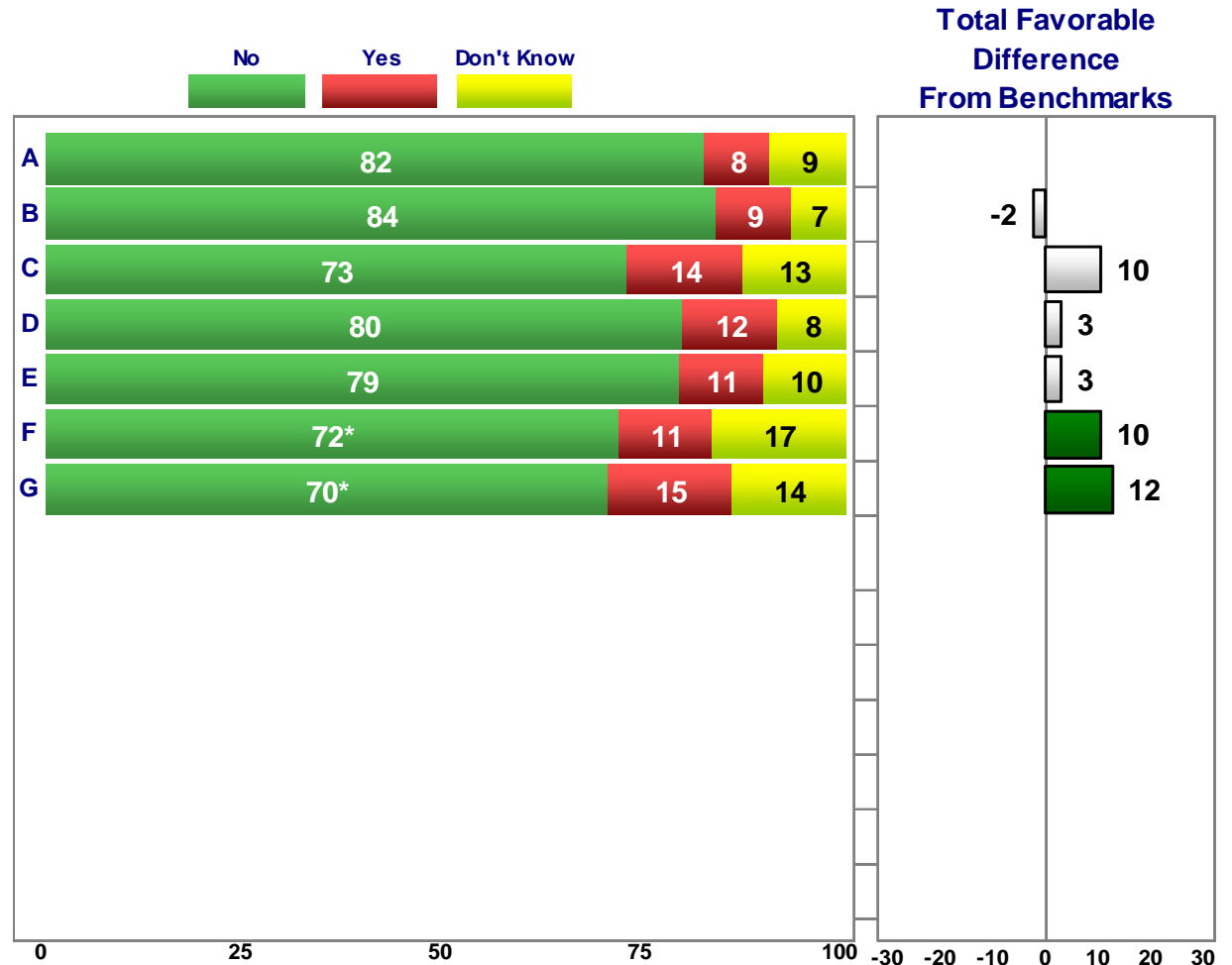
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Category 5: Engagement

82. At the present time, are you seriously considering leaving the University of Notre Dame?



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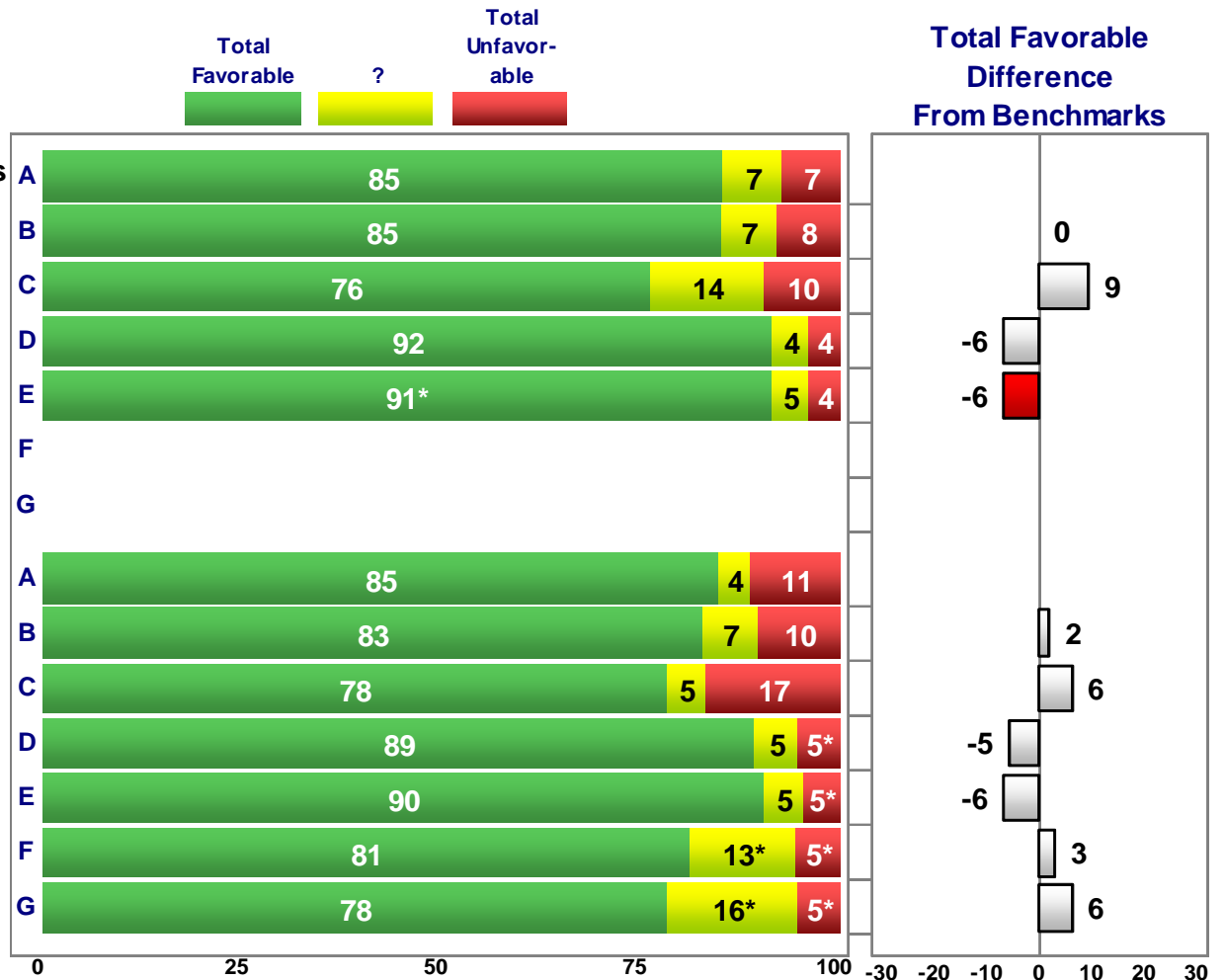
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 6: Image

6. I believe the University of Notre Dame has taken active steps to build a world-class university.

19. In my opinion, the University is socially responsible in the community.



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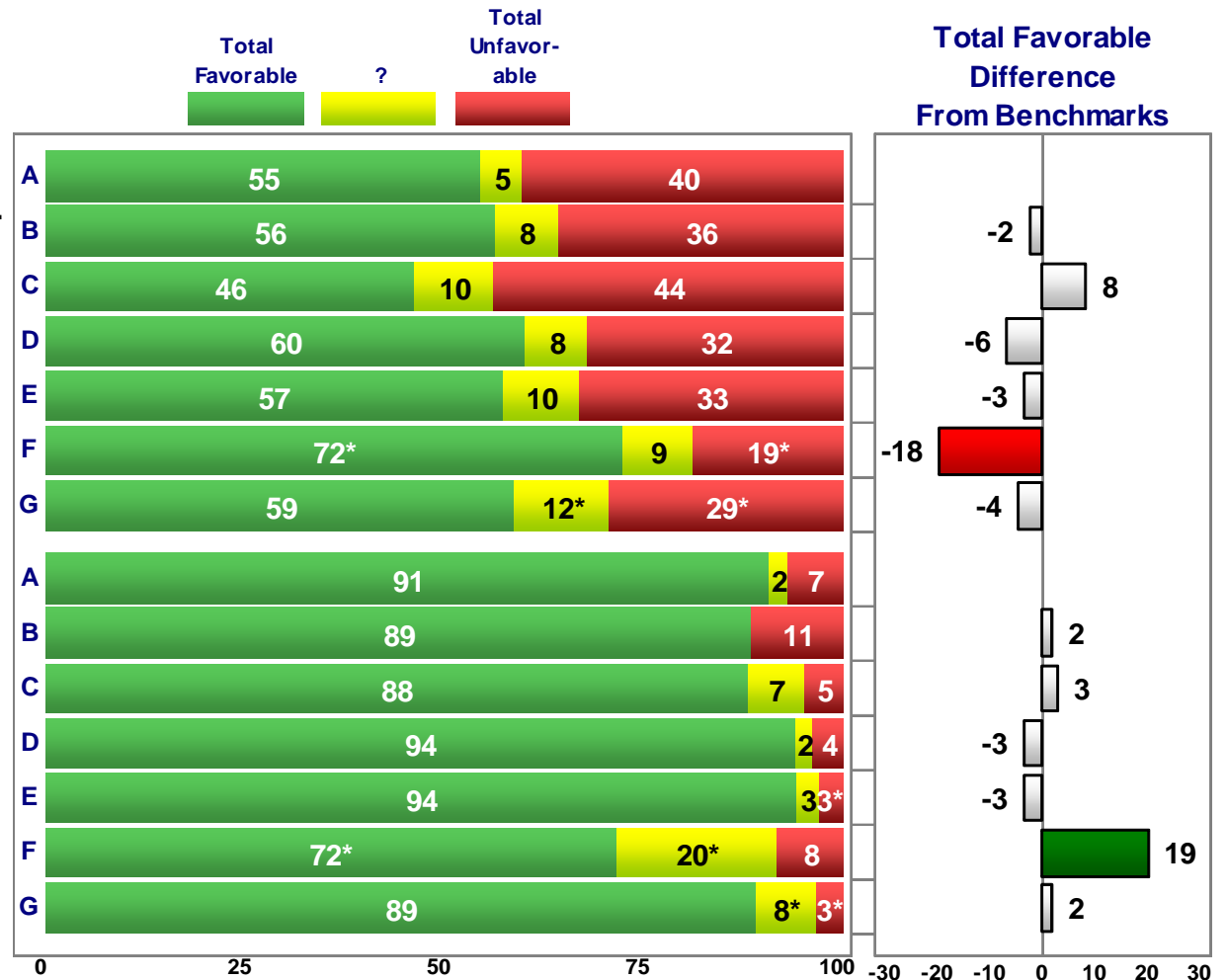
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 6: Image

31. In my experience, all employees are held to the same standards of ethical behavior.

43. Our University is highly regarded by the general public.



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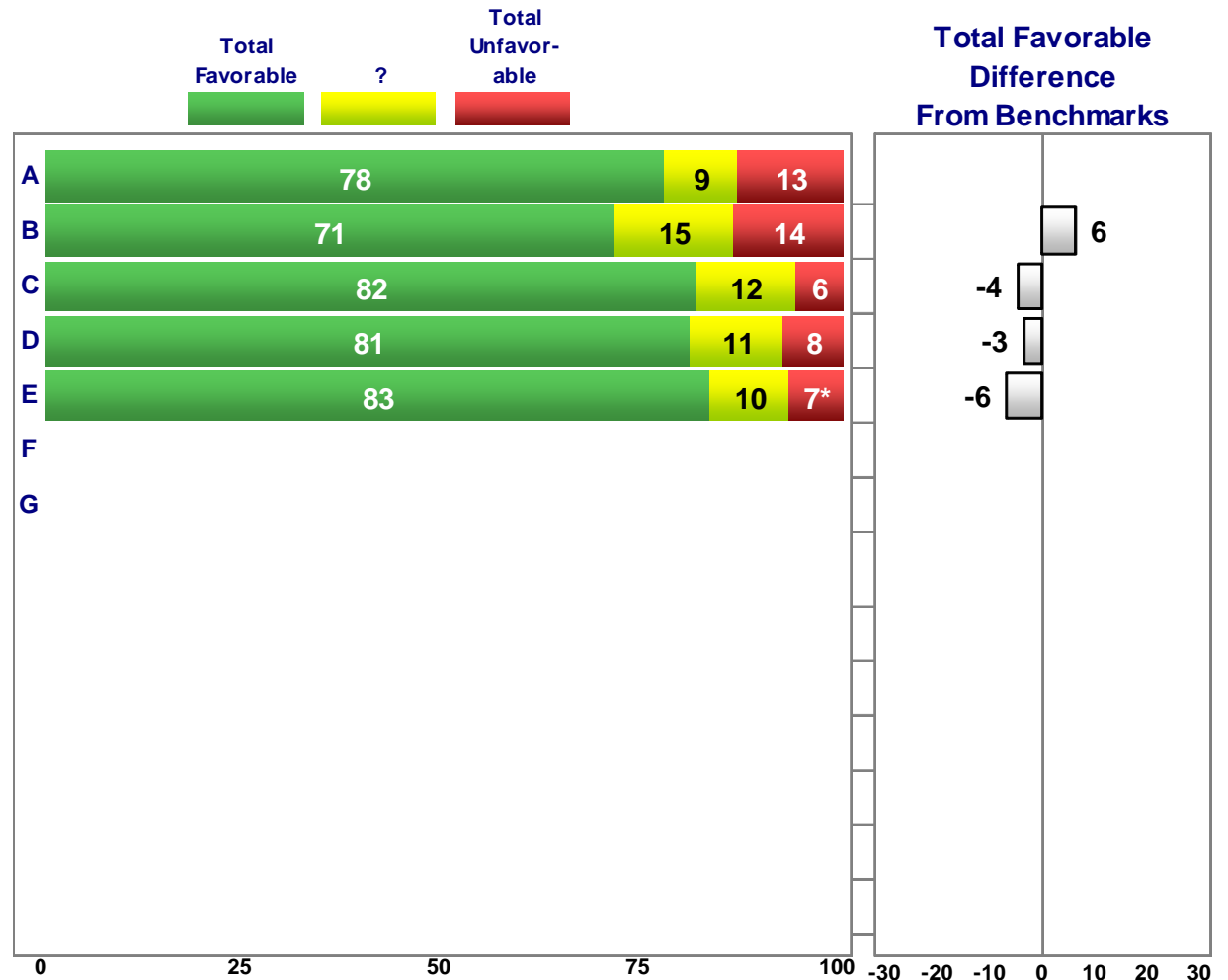
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COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 6: Image

54. I believe the University is fulfilling its Catholic Mission.



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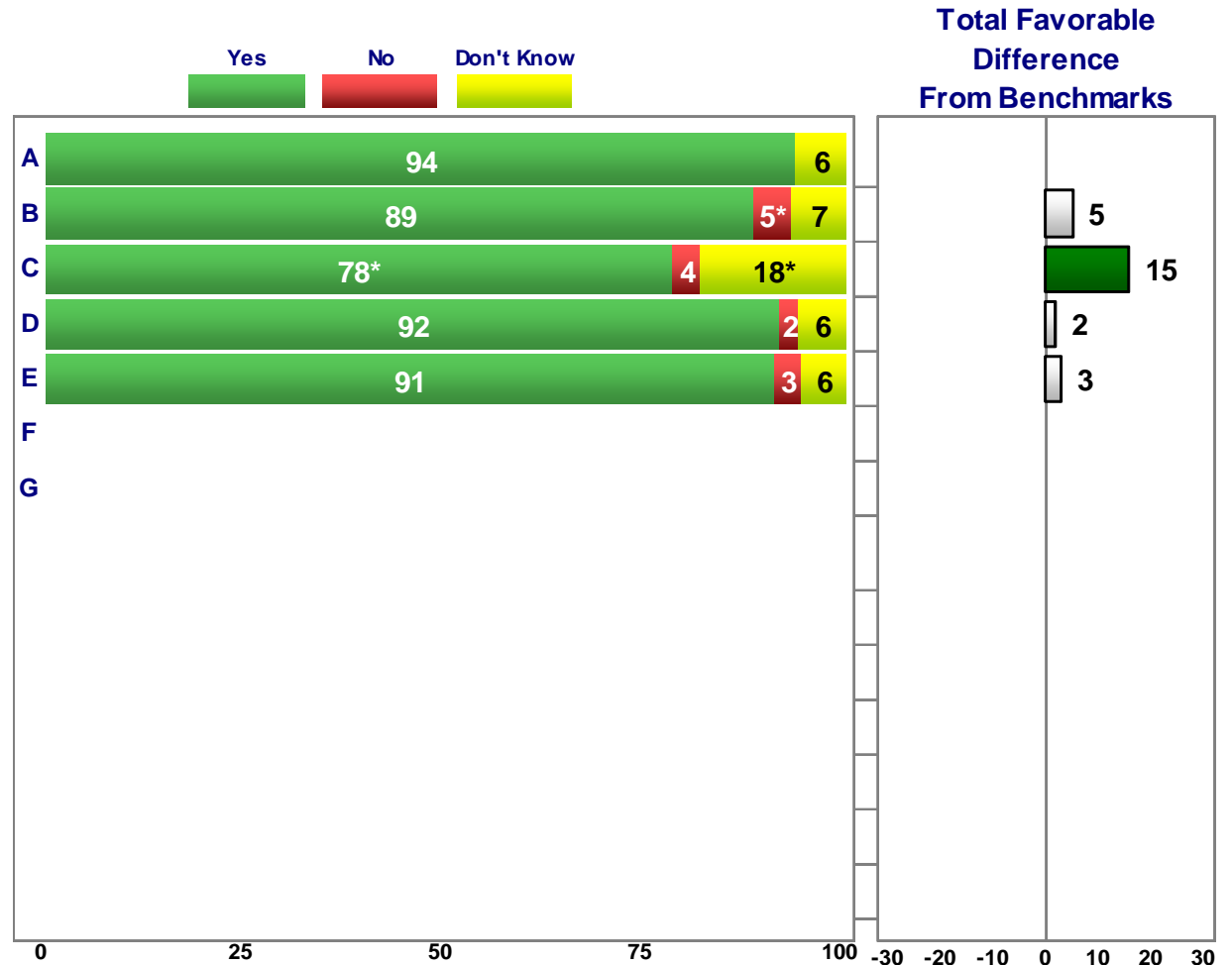
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Category 6: Image

83. I understand the University's Catholic Mission.



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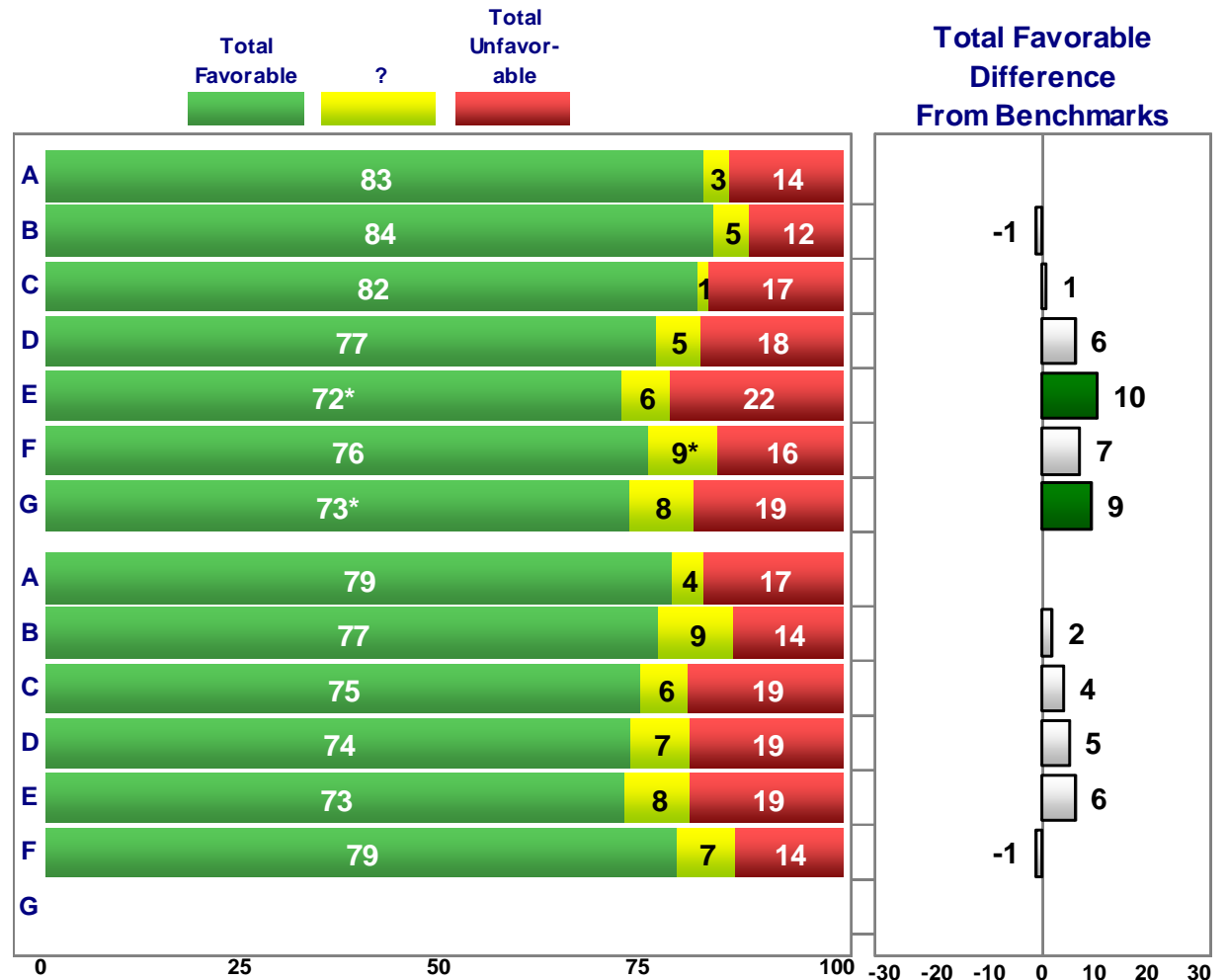
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 7: Immediate Manager

7. My manager/supervisor gives me recognition for a job well done.

20. My manager/supervisor keeps me informed about issues that affect me.



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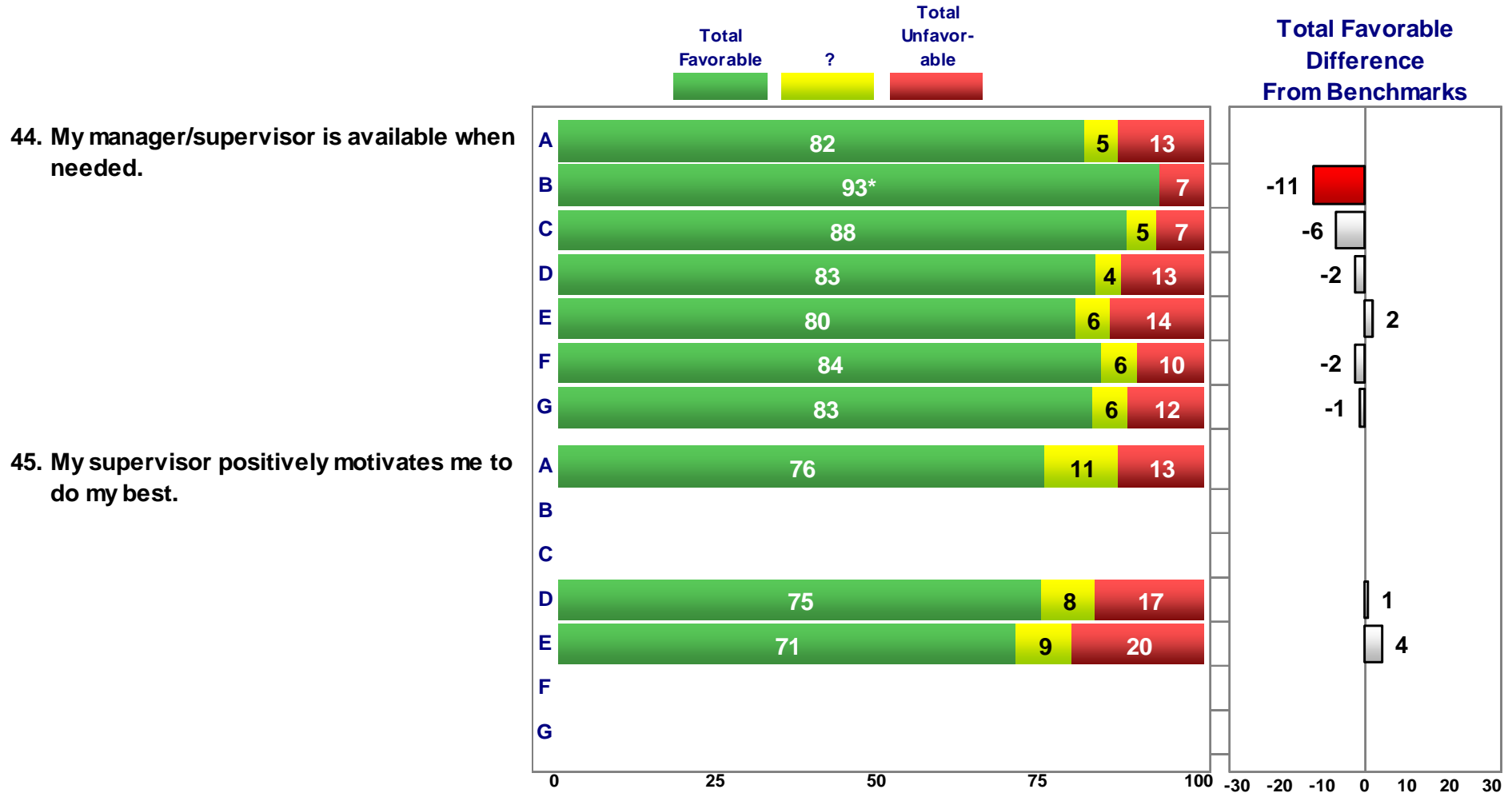
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COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 7: Immediate Manager



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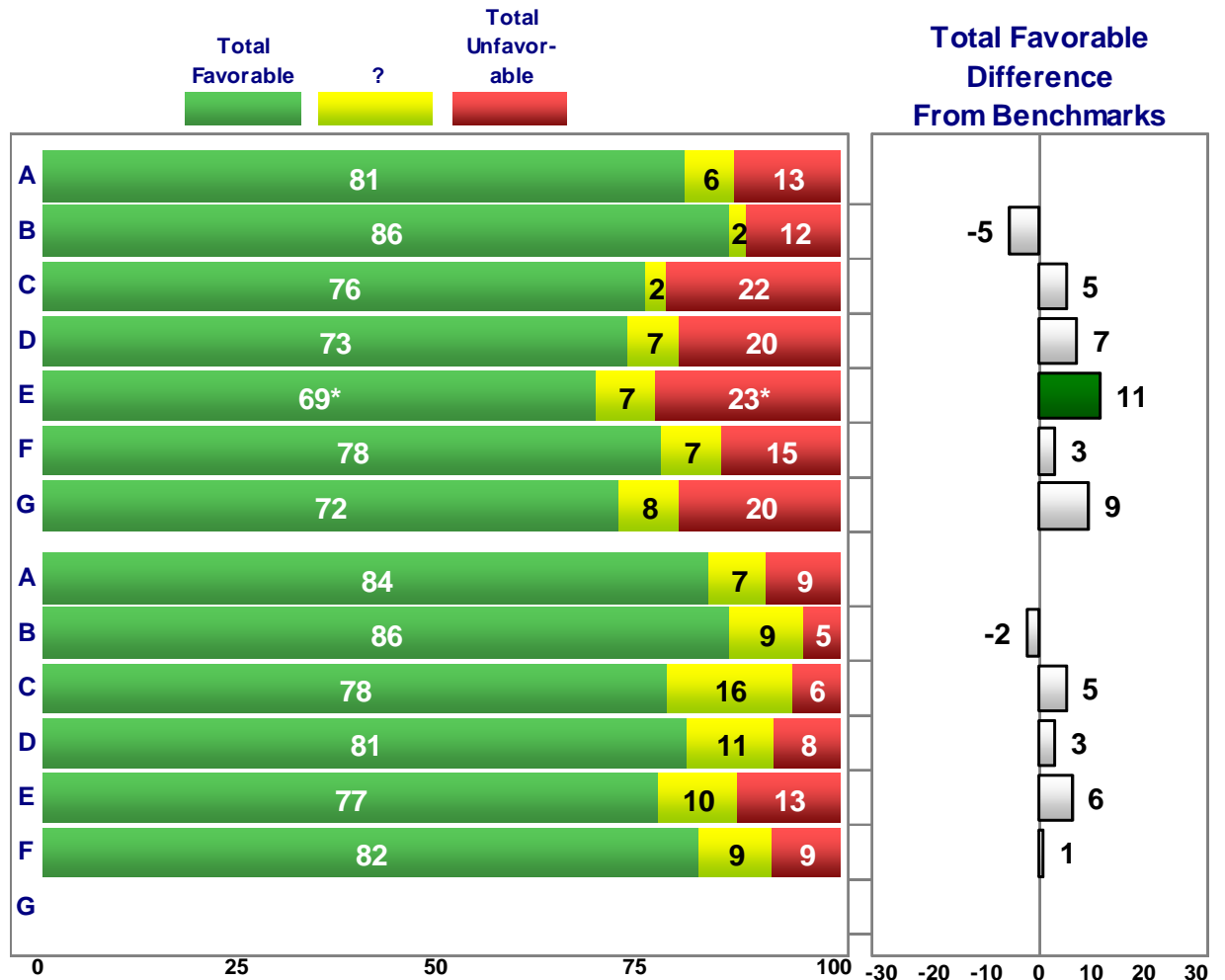
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 7: Immediate Manager

56. My manager/supervisor communicates effectively.

64. Regarding the University's Core Values, I believe my manager/supervisor's decisions are consistent with the values.



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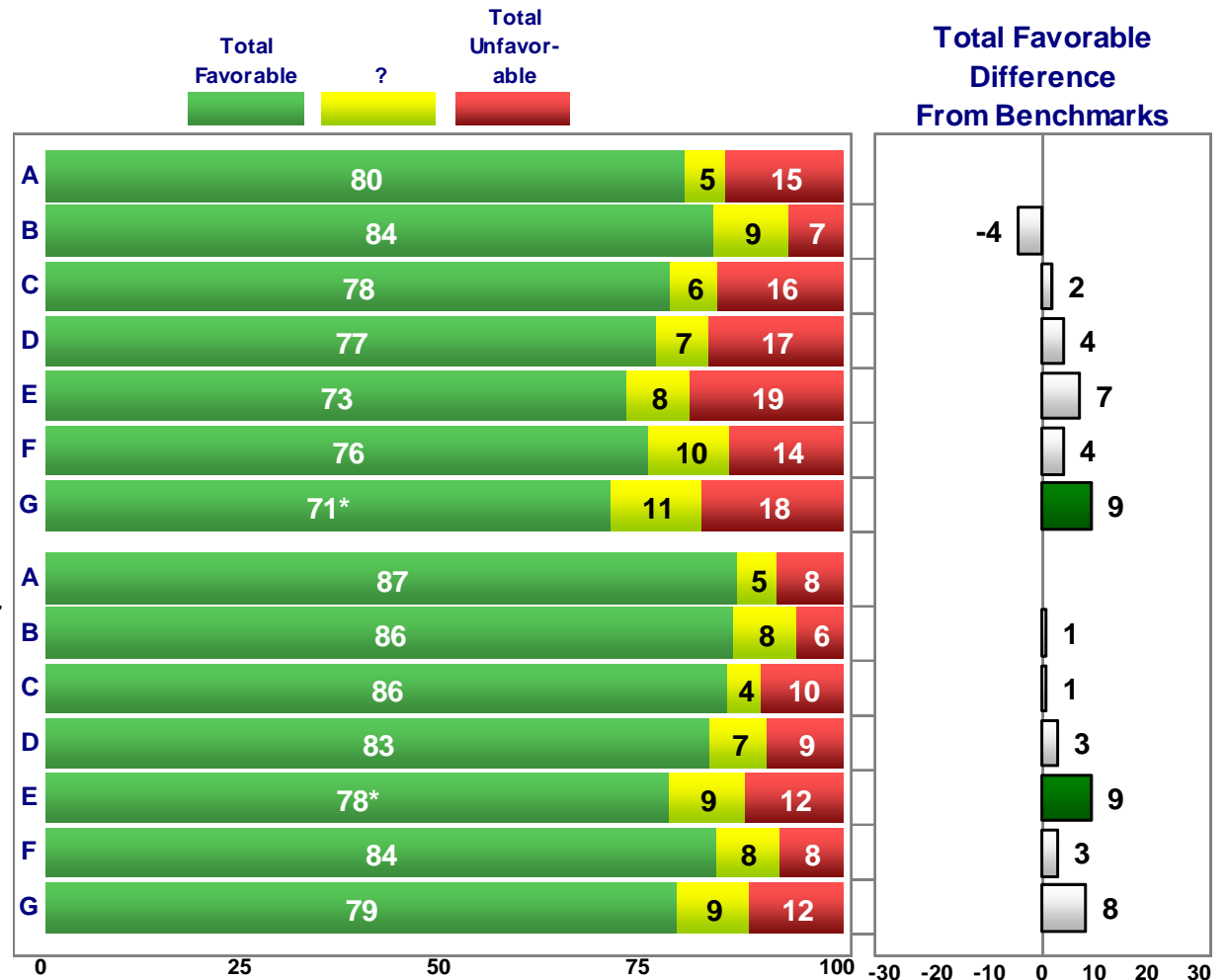
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 7: Immediate Manager

71. I have confidence in the decisions made by my manager/supervisor.

74. My manager/supervisor effectively works with people who are different from him- or herself (in gender, racial/ethnic background, lifestyle, etc.).



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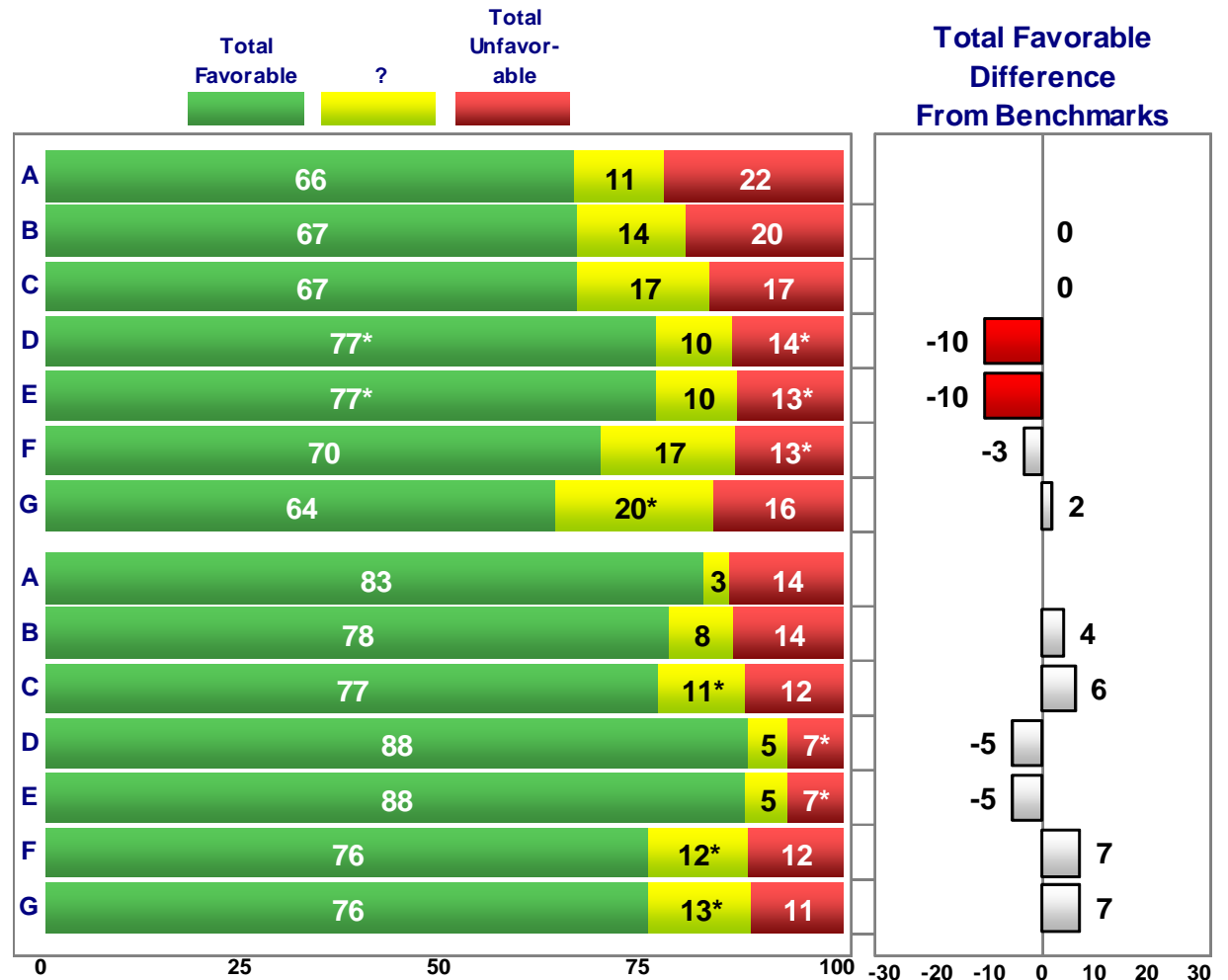
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 8: Leadership

8. I have confidence in the decisions made by the executive/senior leadership (executive leaders and officers) of the University.

21a. In my judgment, the following are well managed: The University of Notre Dame as a whole



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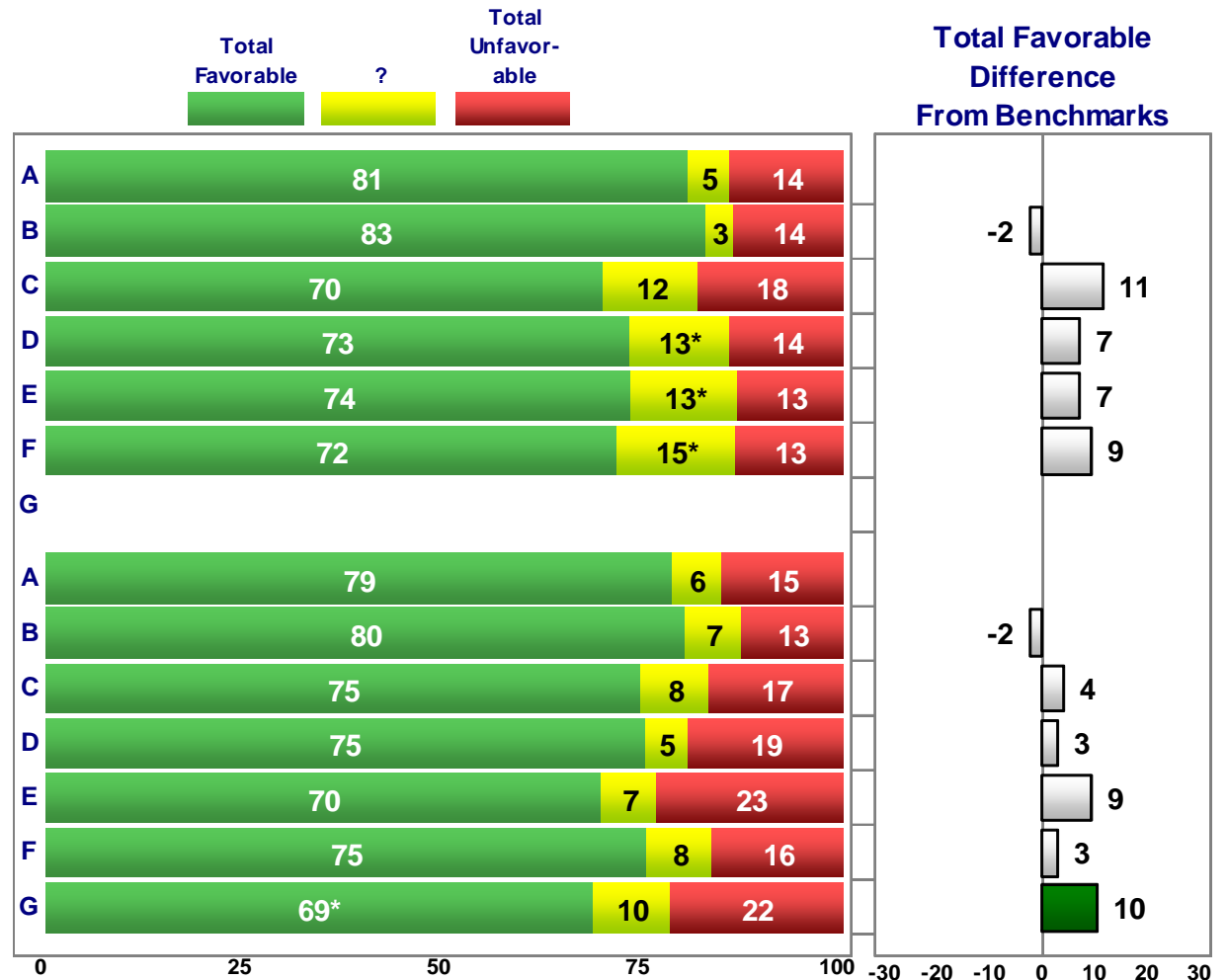
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 8: Leadership

21b. In my judgment, the following are well managed: My division/college

21c. In my judgment, the following are well managed: My department



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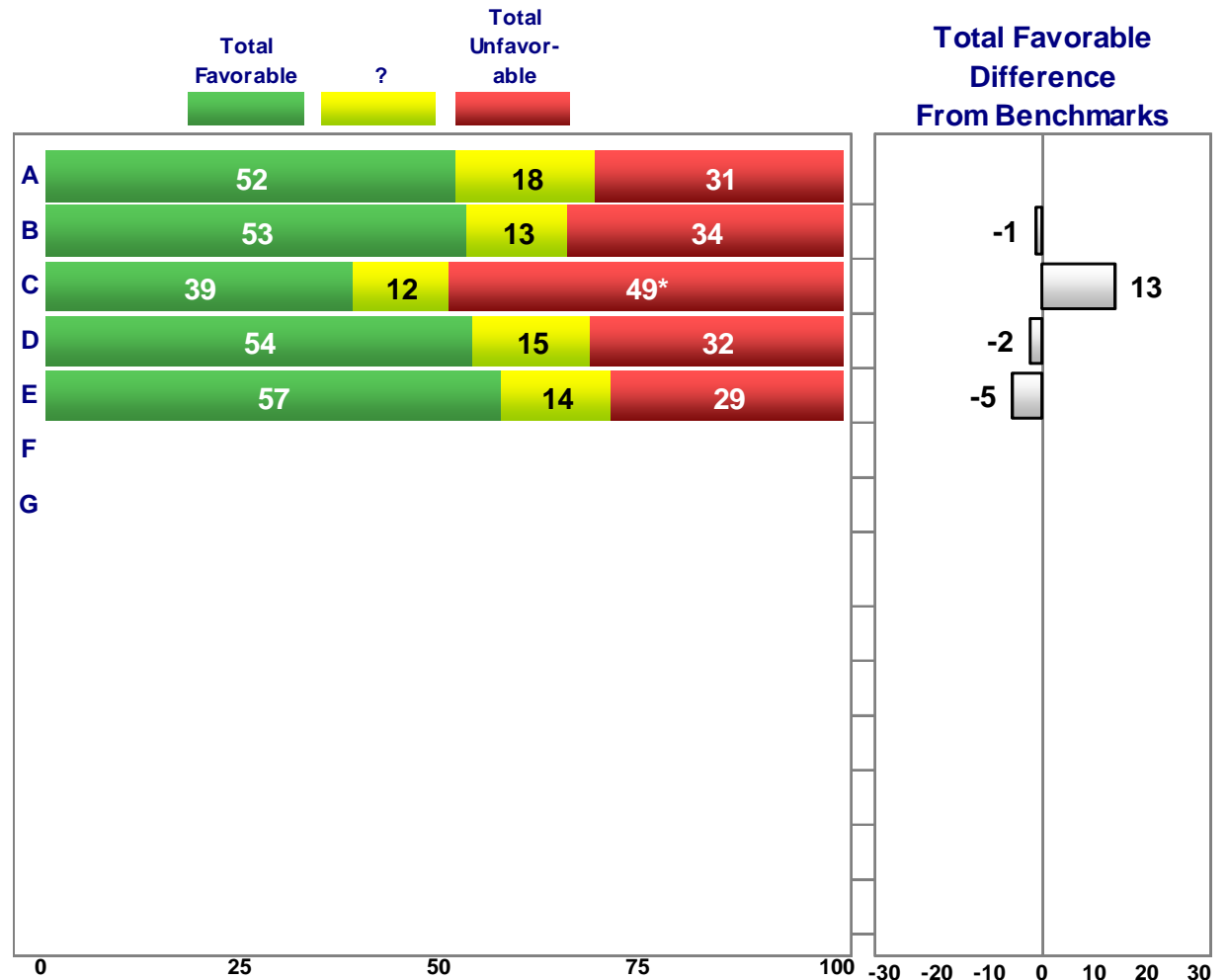
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Category 8: Leadership

33. There is sufficient contact between employees and executive/senior leadership (executive leaders, deans and officers).



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Legend

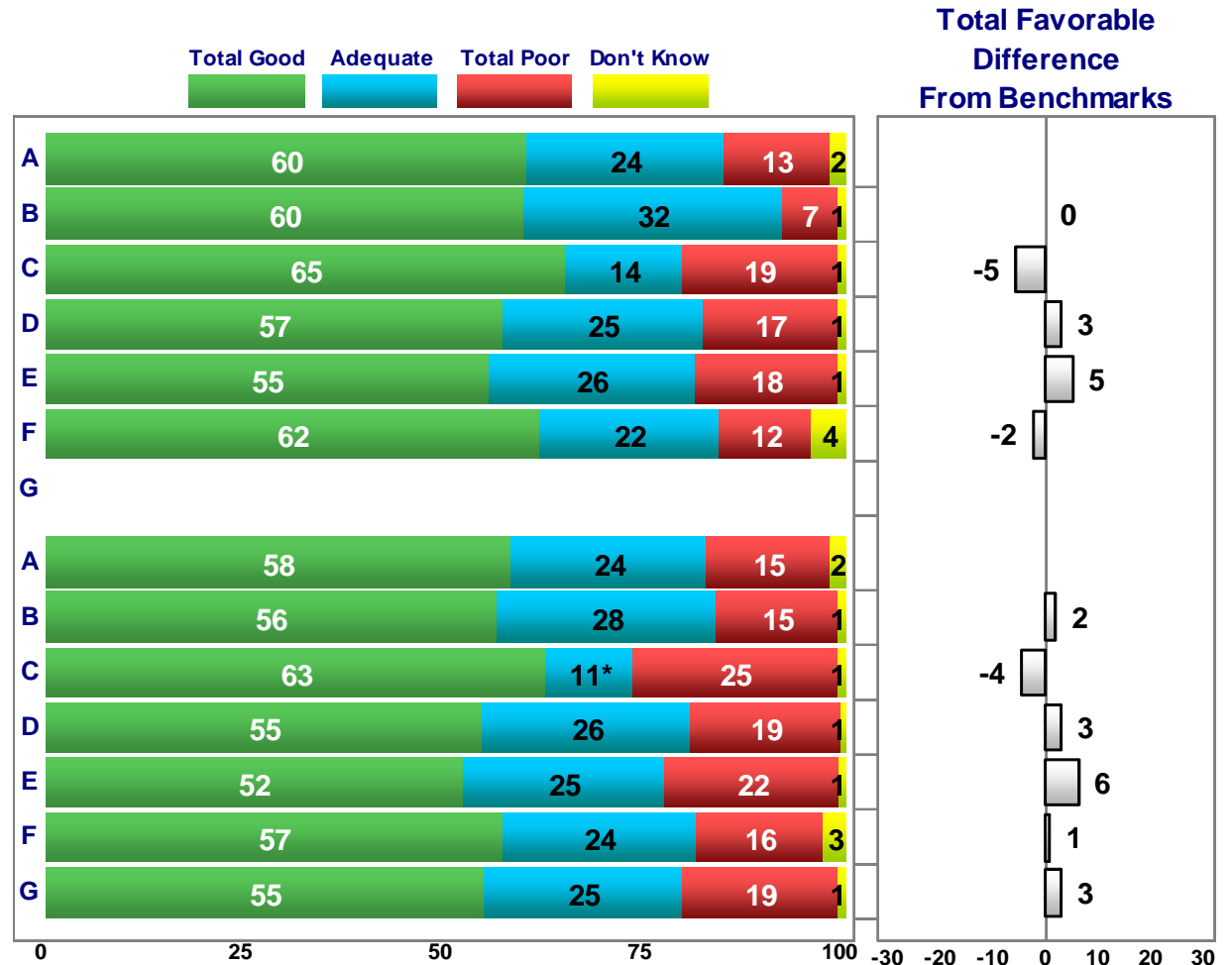
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Category 8: Leadership

81a. In your judgment, how good a job is management doing in: Providing leadership

81b. In your judgment, how good a job is management doing in: Communicating with people



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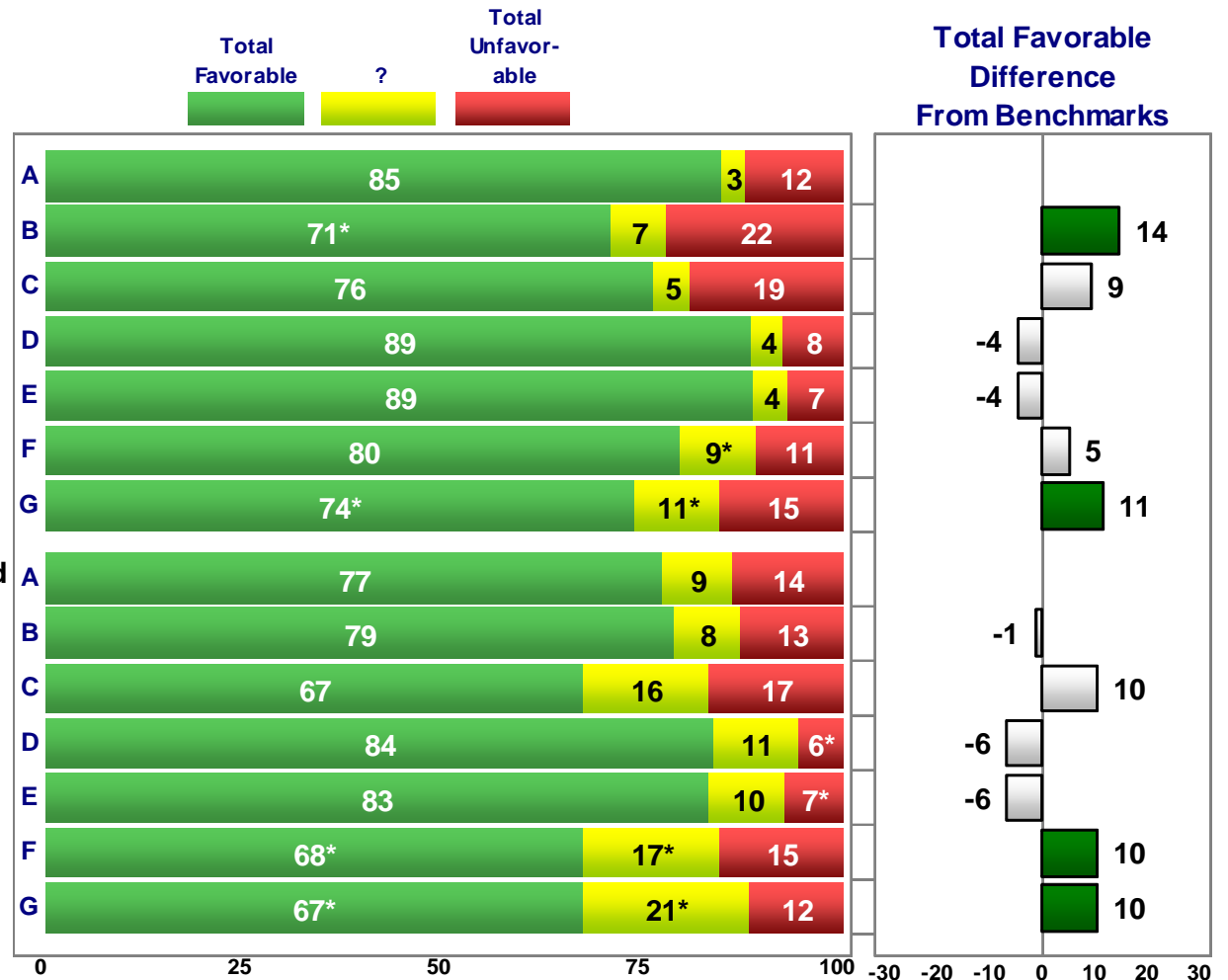
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 9: Pay & Benefits

9. The University's benefit program fits my needs.

22. From what I hear, our benefits are as good as or better than the benefits in other organizations.



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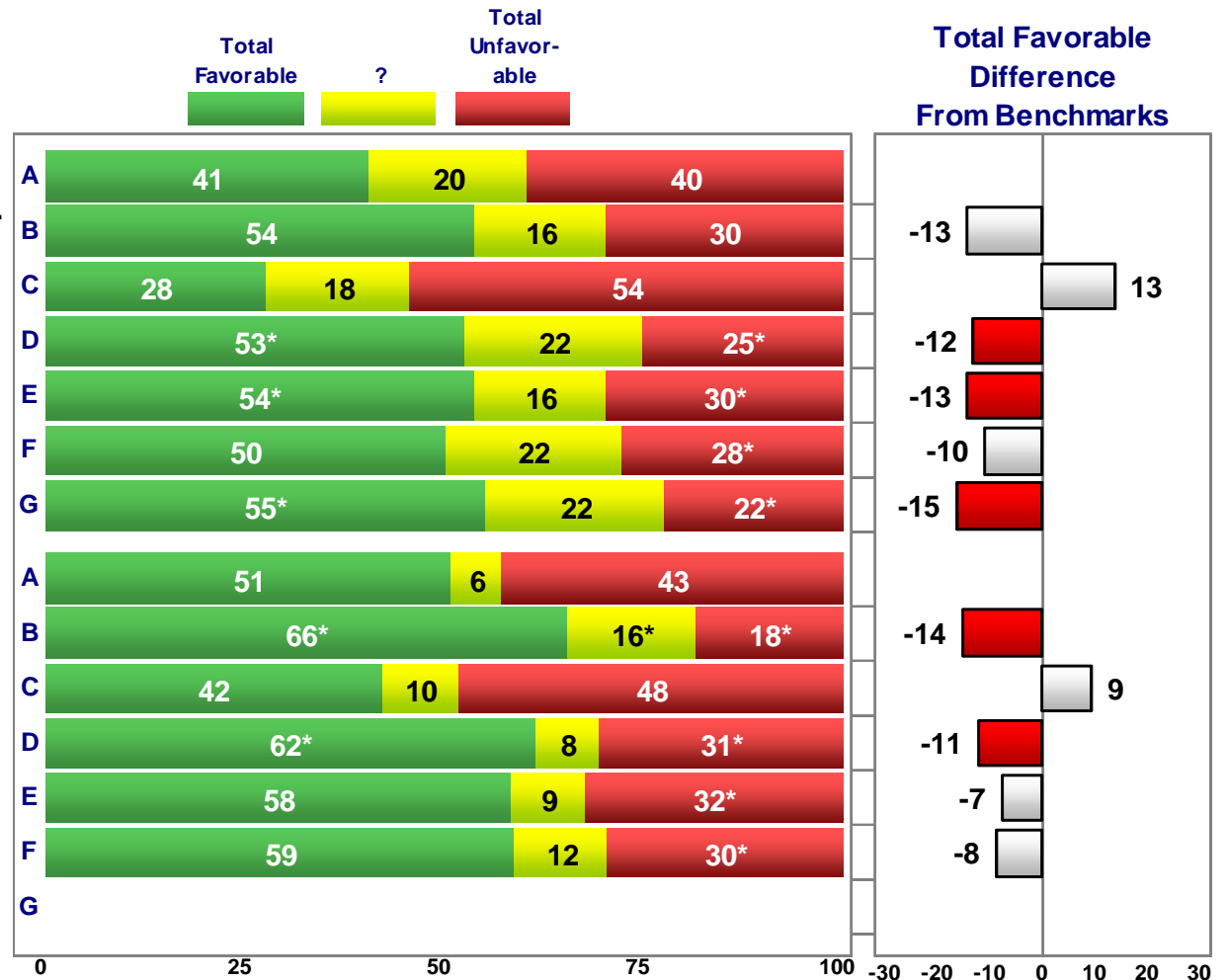
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 9: Pay & Benefits

34. From what I hear, our pay is as good as or better than the pay in other organizations.

46. For the work I do, I am fairly paid.



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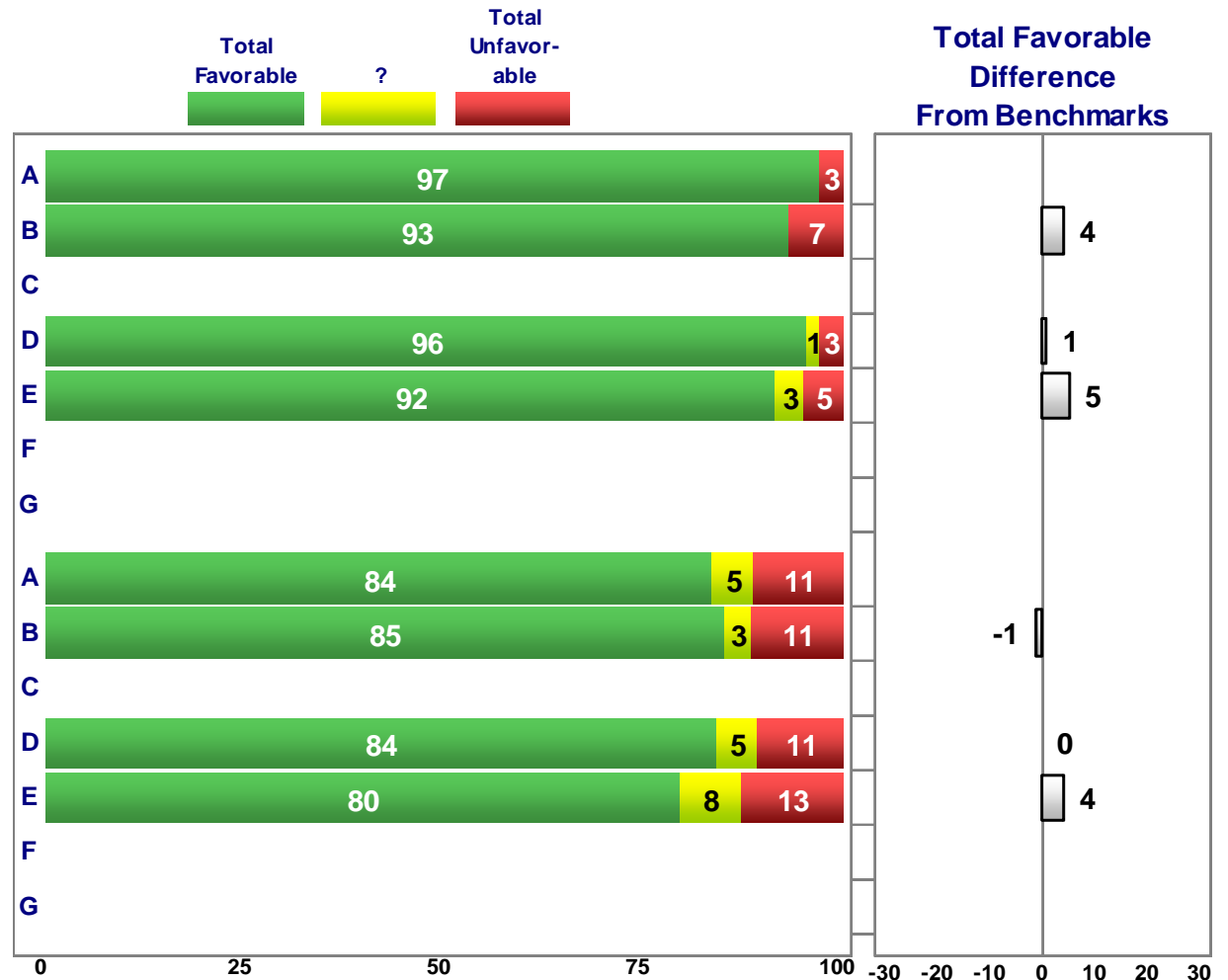
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 9: Pay & Benefits

57. I am aware of the campus services and offerings that are available to me as an employee (for example, athletic facilities, campus performances, discounts).

65. I use the campus offerings and services available to me as an employee (for example, athletic facilities, campus performances, discounts).



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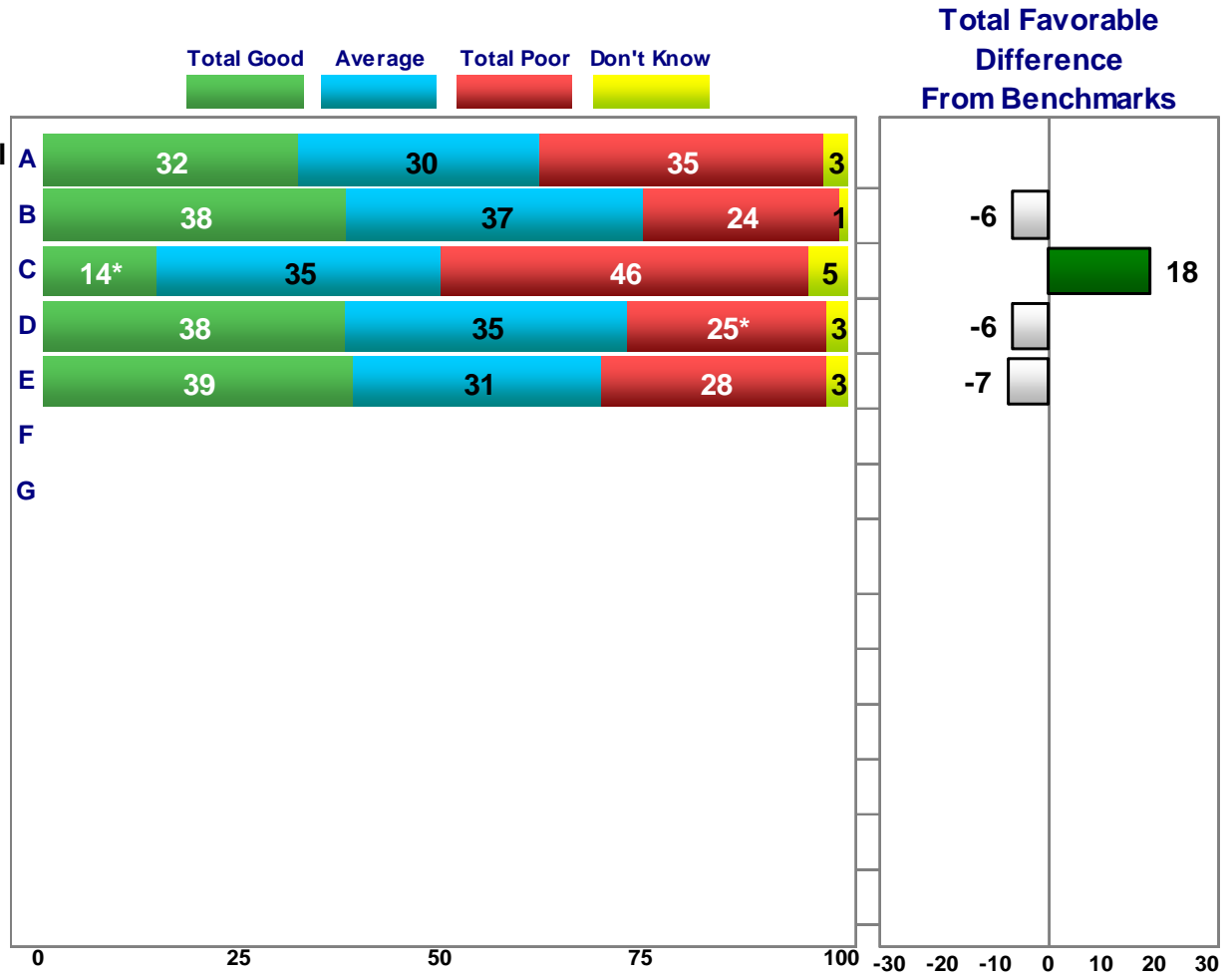
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COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 9: Pay & Benefits

80. Regarding pay, how good a job do you feel the University is doing in paying competitively for the work you do?



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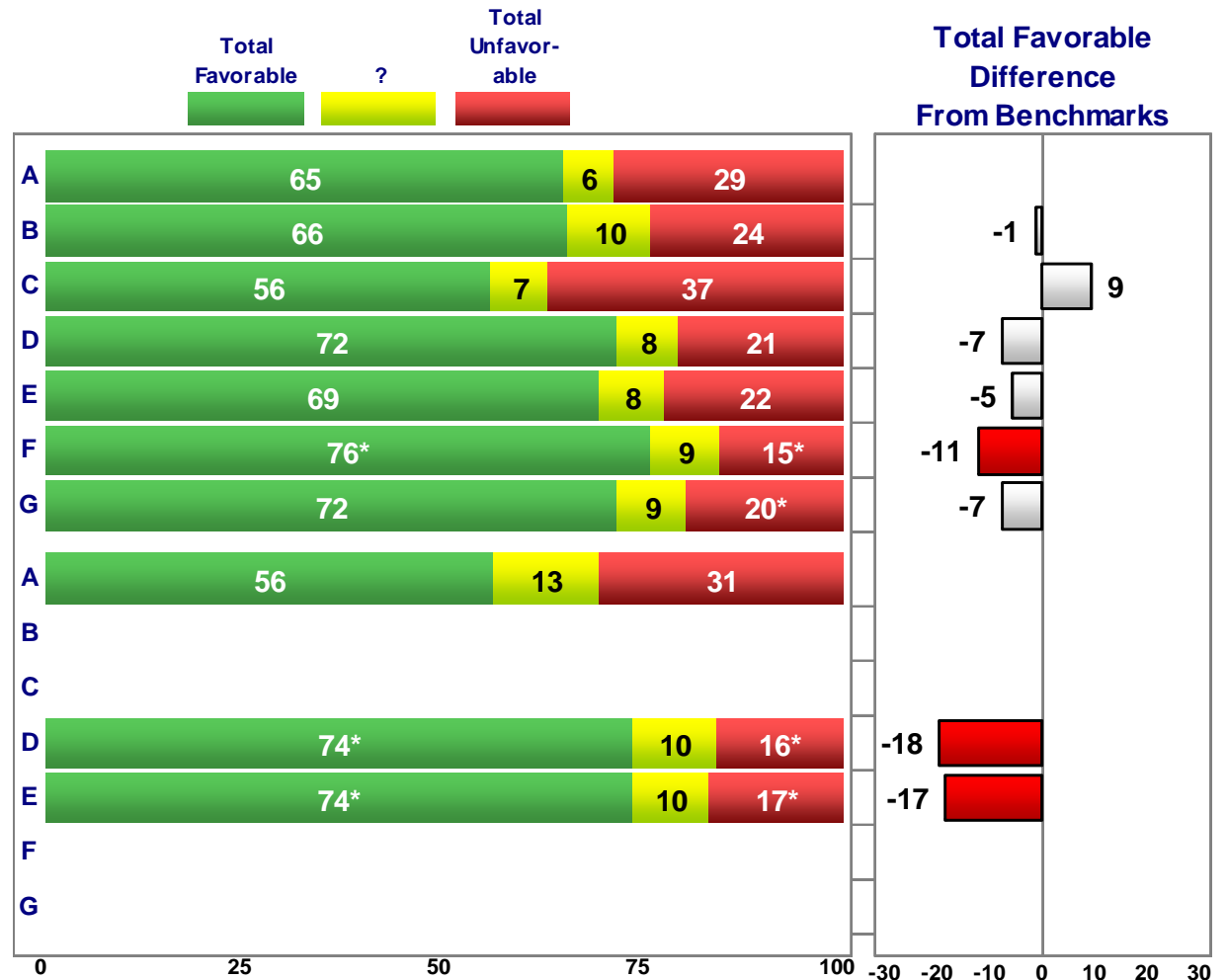
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 10: Respect & Fairness

10. Employees are treated with respect, regardless of their job.

12. All people, regardless of race, nationality, gender, age, or other individual characteristics, are given fair opportunity to succeed in the organization.



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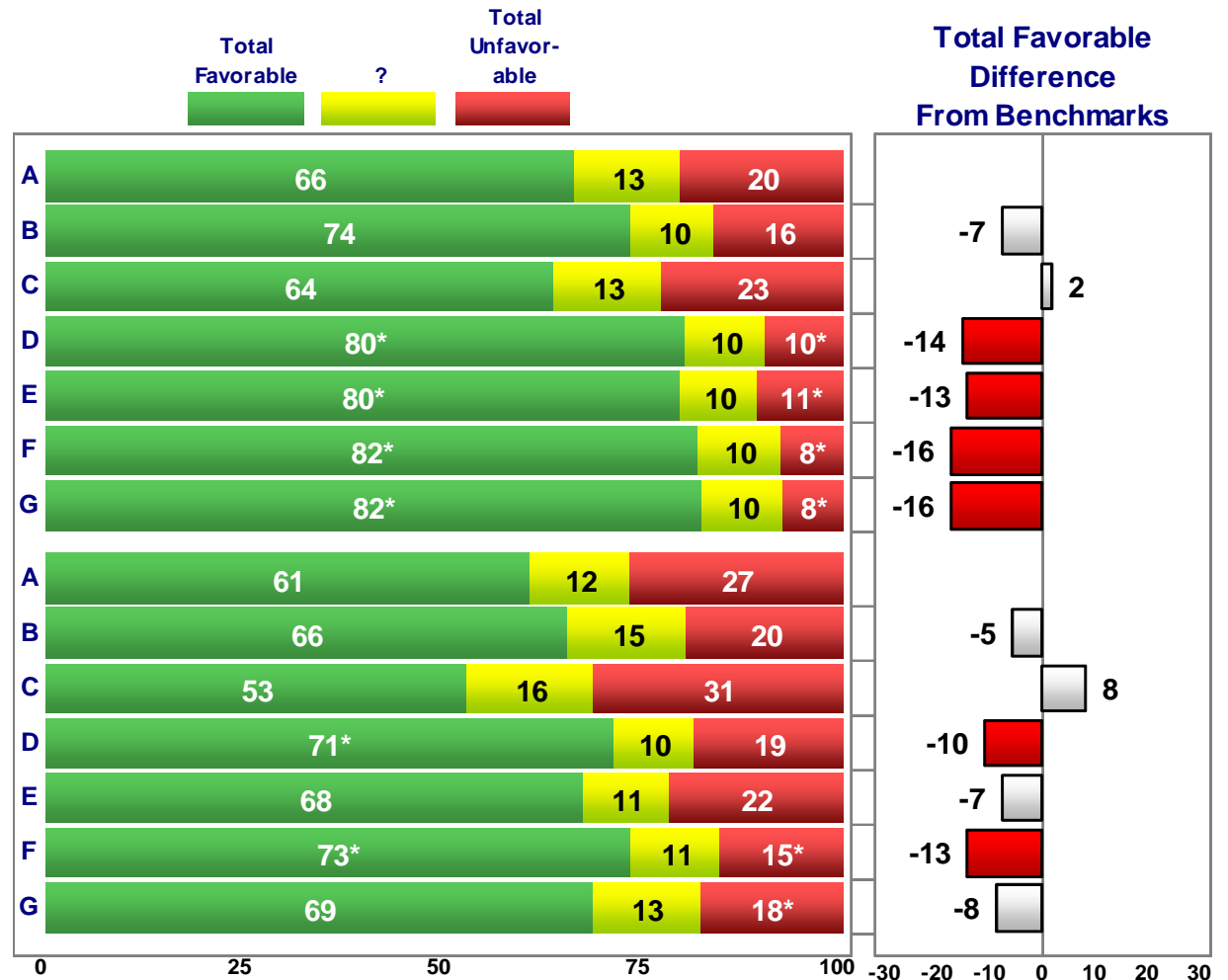
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 10: Respect & Fairness

23. Management of the University supports diversity in the workplace (recognizing and respecting the value of human differences).

35. I feel that management supports equal opportunity for all employees.



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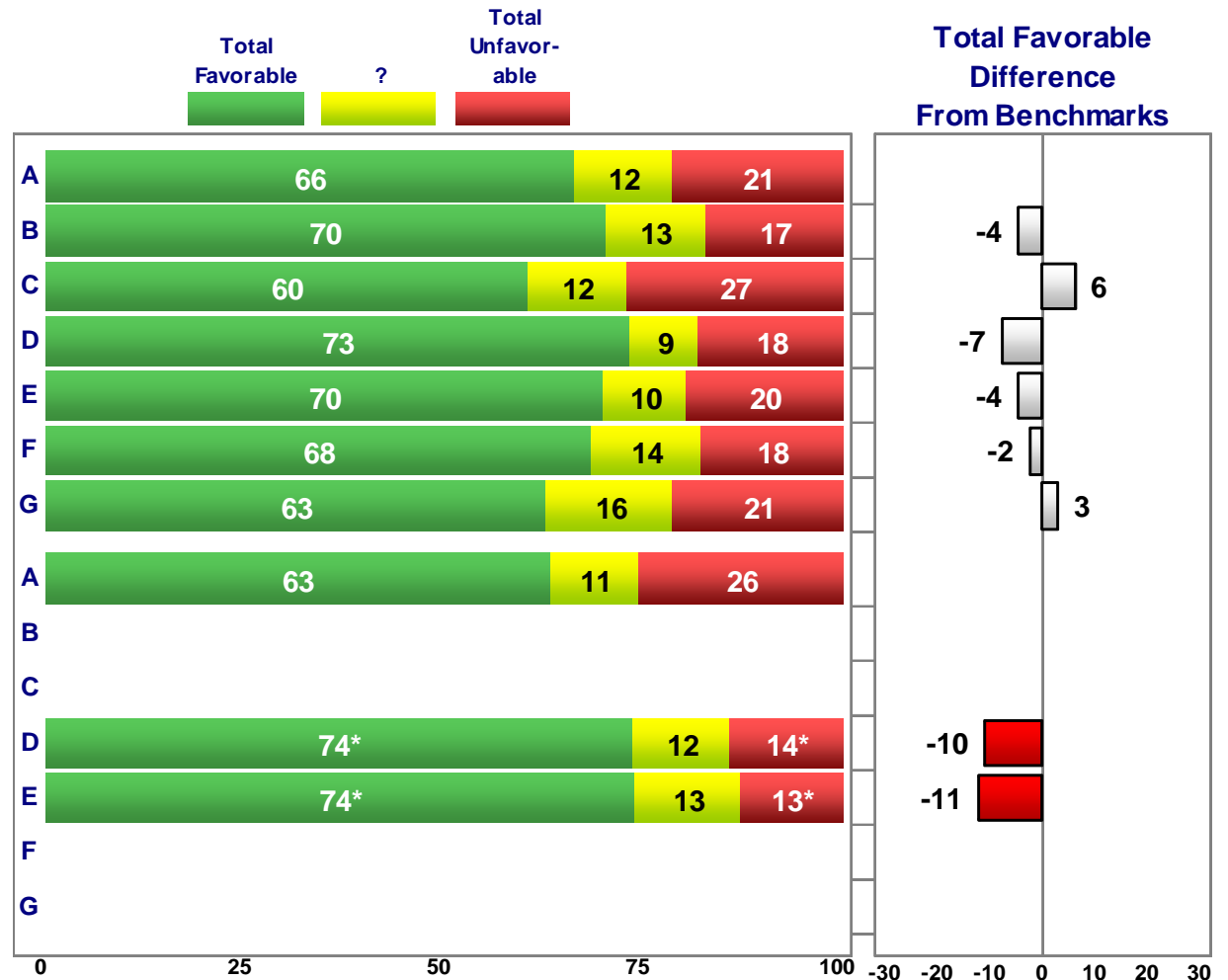
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 10: Respect & Fairness

47. Management is interested in the well-being of employees.

55. The University encourages a climate where diverse perspectives are valued.



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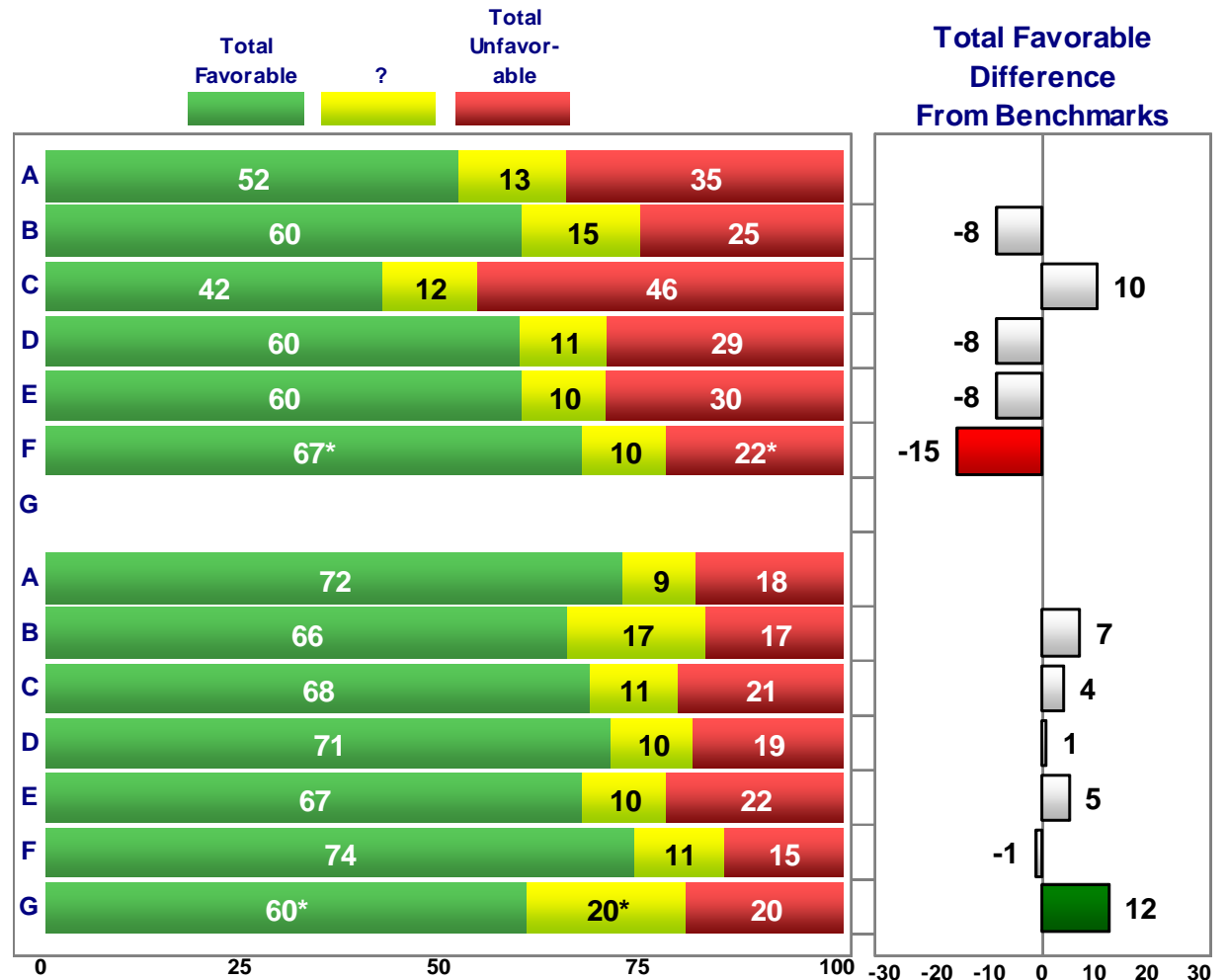
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 10: Respect & Fairness

58. Management generally understands the problems we face on our jobs.

66. Management is generally respected by employees.



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Legend

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- D. PROVOST (704)

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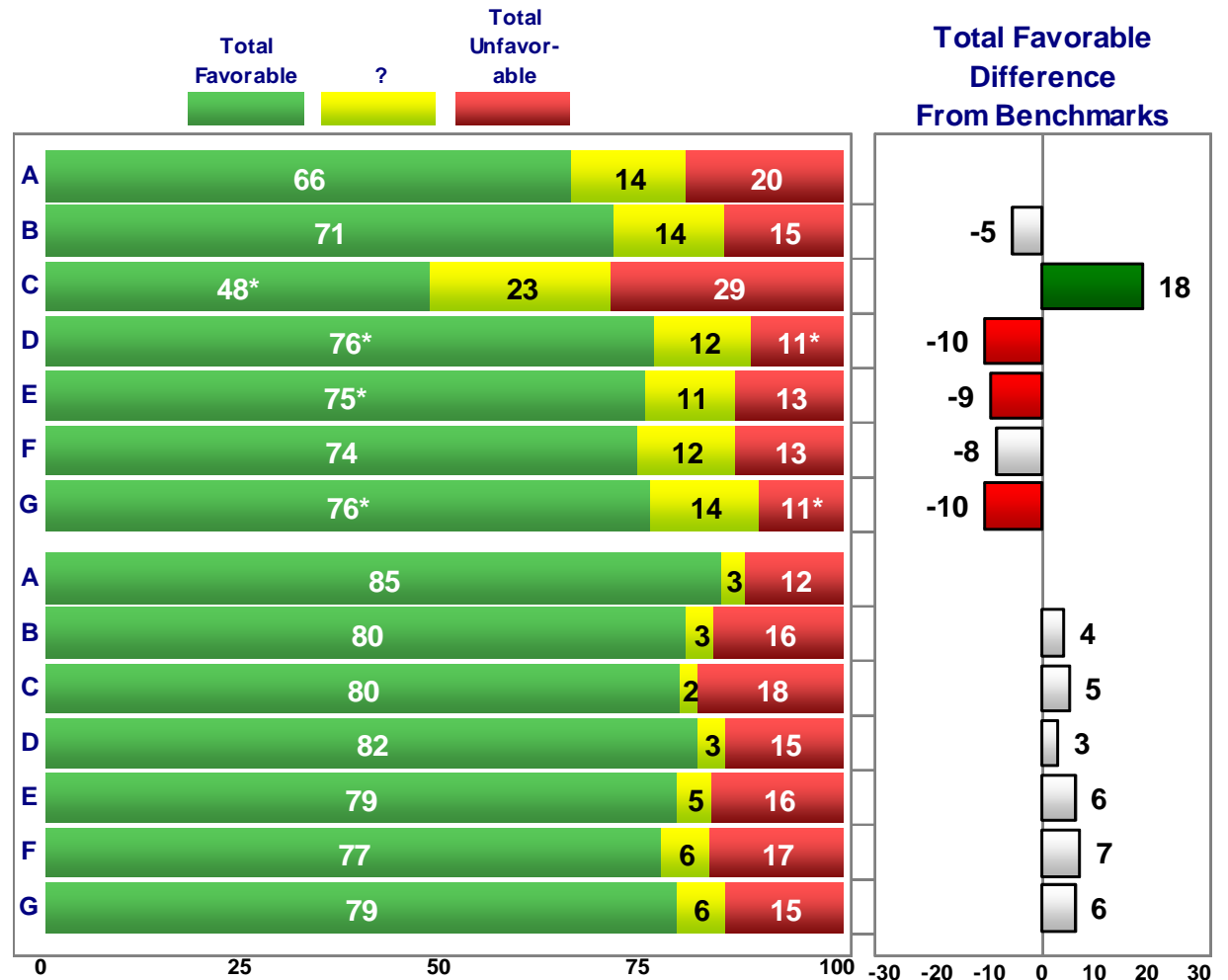
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 10: Respect & Fairness

72. The University operates with integrity in dealing with its employees.

75. My work schedule/requirements allow sufficient flexibility to meet my personal/family needs.



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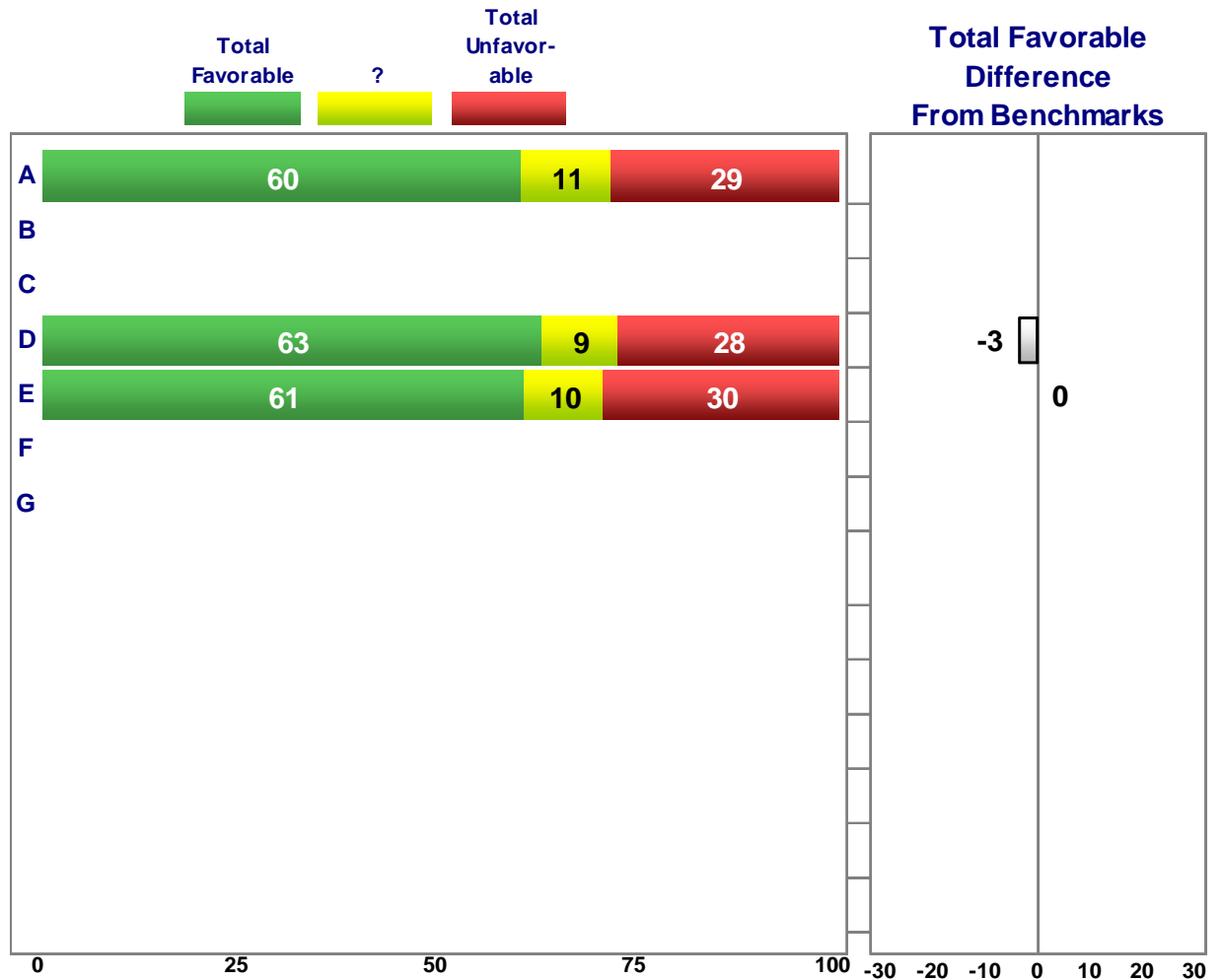
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COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 10: Respect & Fairness

77. I can voice concerns without fear of retaliation.



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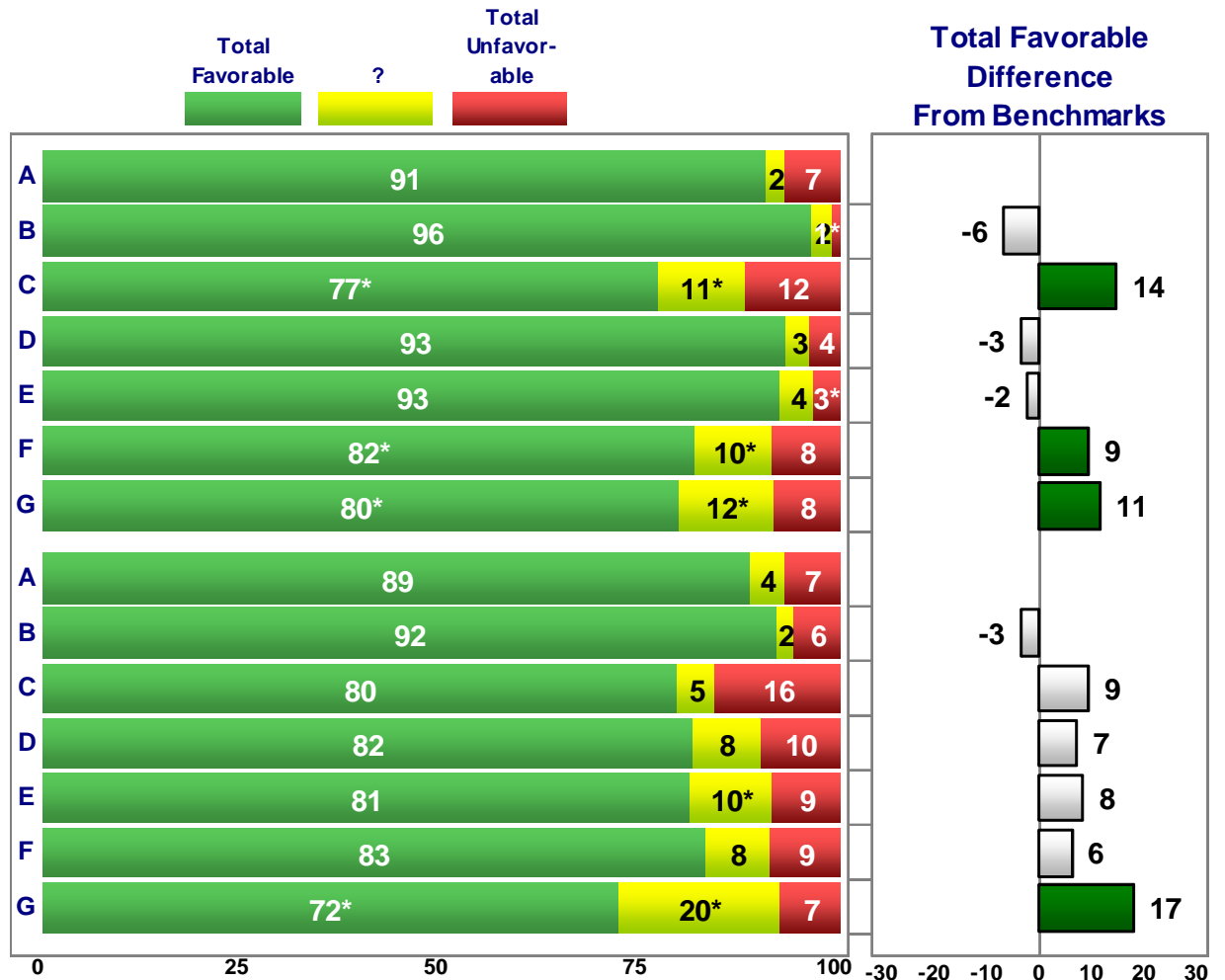
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 11: Strategic Clarity

11a. I have a clear understanding of the goals and objectives of: The University of Notre Dame as a whole

11b. I have a clear understanding of the goals and objectives of: My division/college



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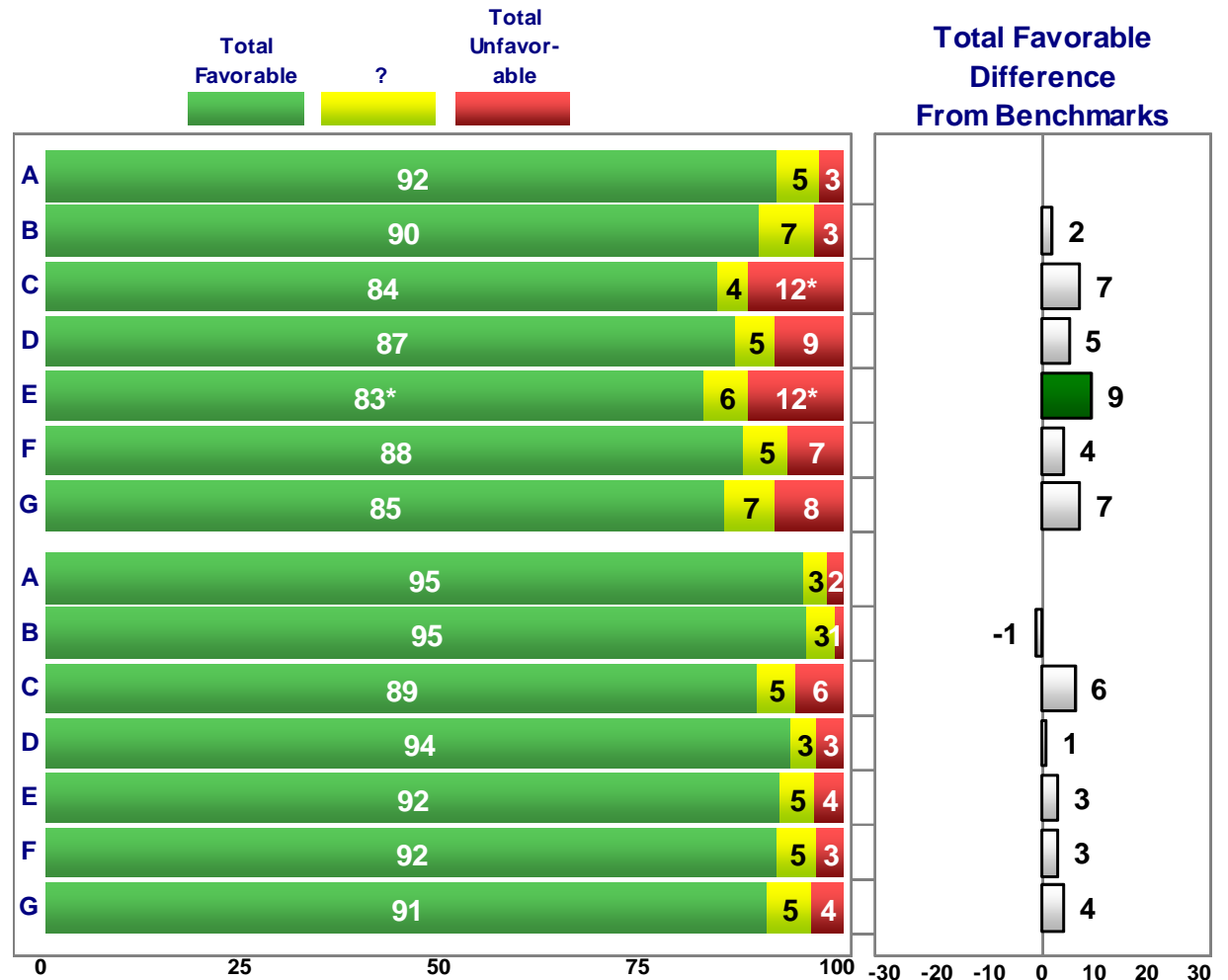
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 11: Strategic Clarity

11c. I have a clear understanding of the goals and objectives of: My department

24. I understand how my work contributes to the University's goals.



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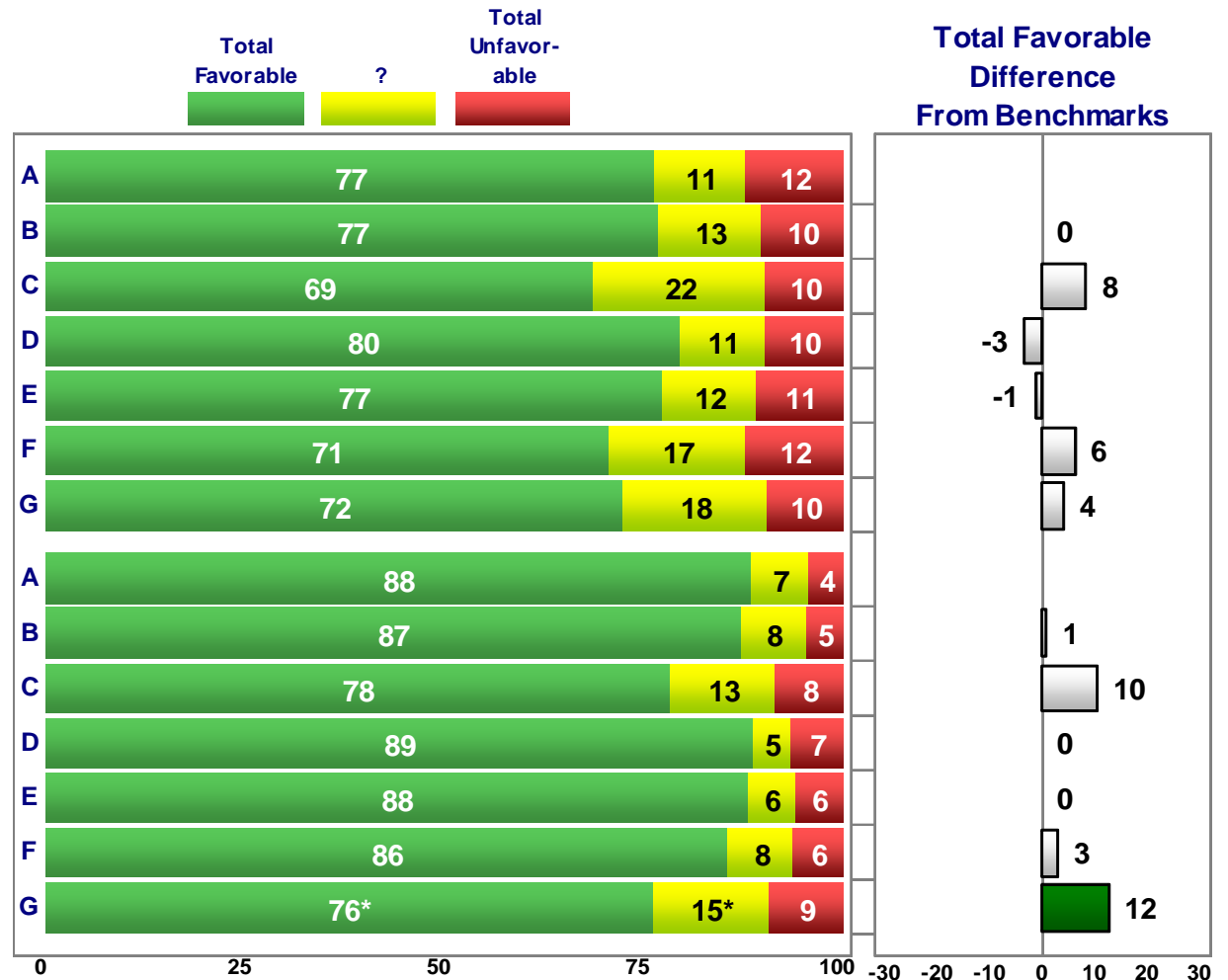
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 11: Strategic Clarity

36. I believe management has a clear vision for the future of the University.

48a. Regarding the University's 5 Core Values, I believe: The 5 Core Values are clear



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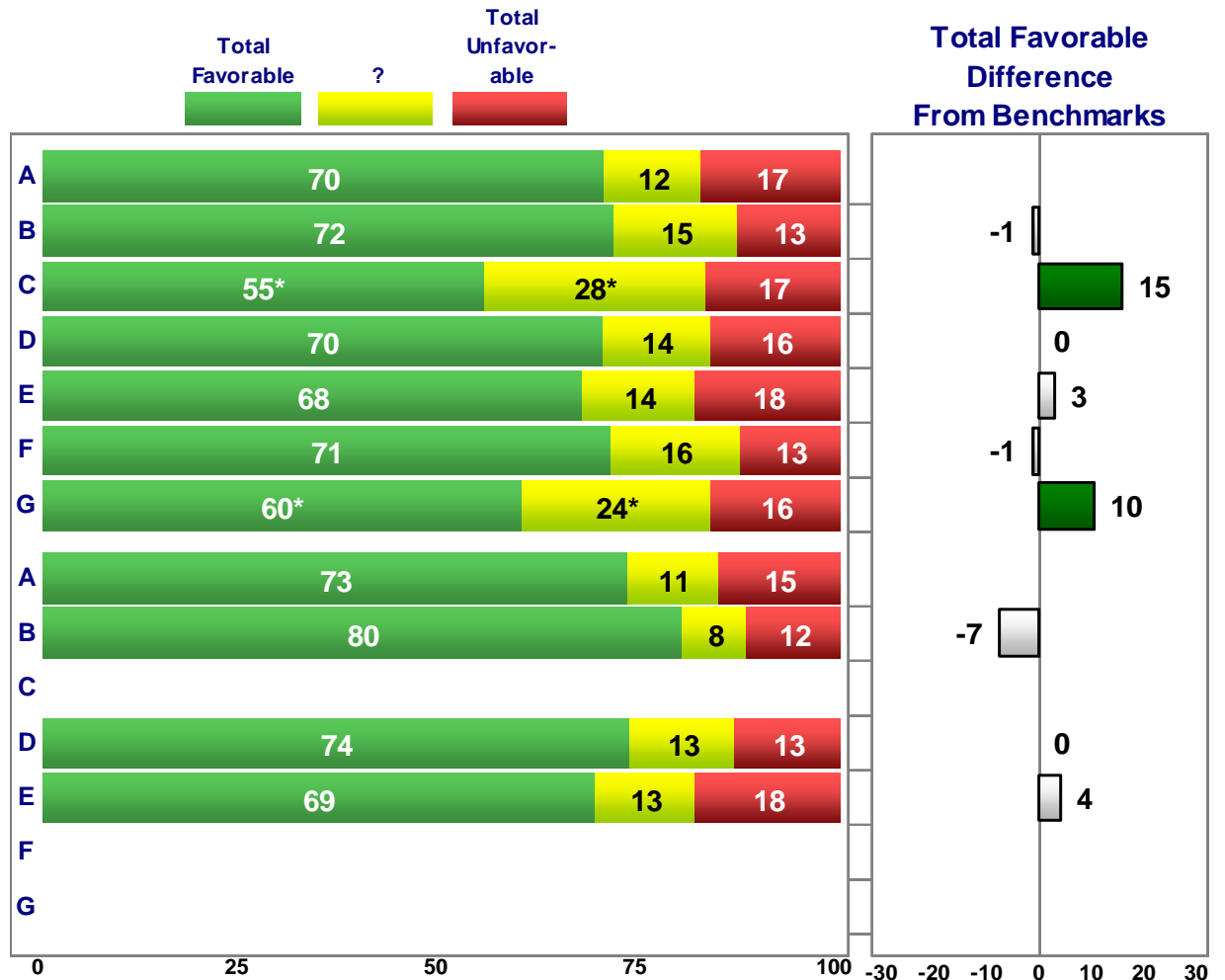
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 11: Strategic Clarity

48b. Regarding the University's 5 Core Values, I believe: Management decisions are consistent with the 5 Core Values

48c. Regarding the University's 5 Core Values, I believe: The people I work with behave consistently with the 5 Core Values



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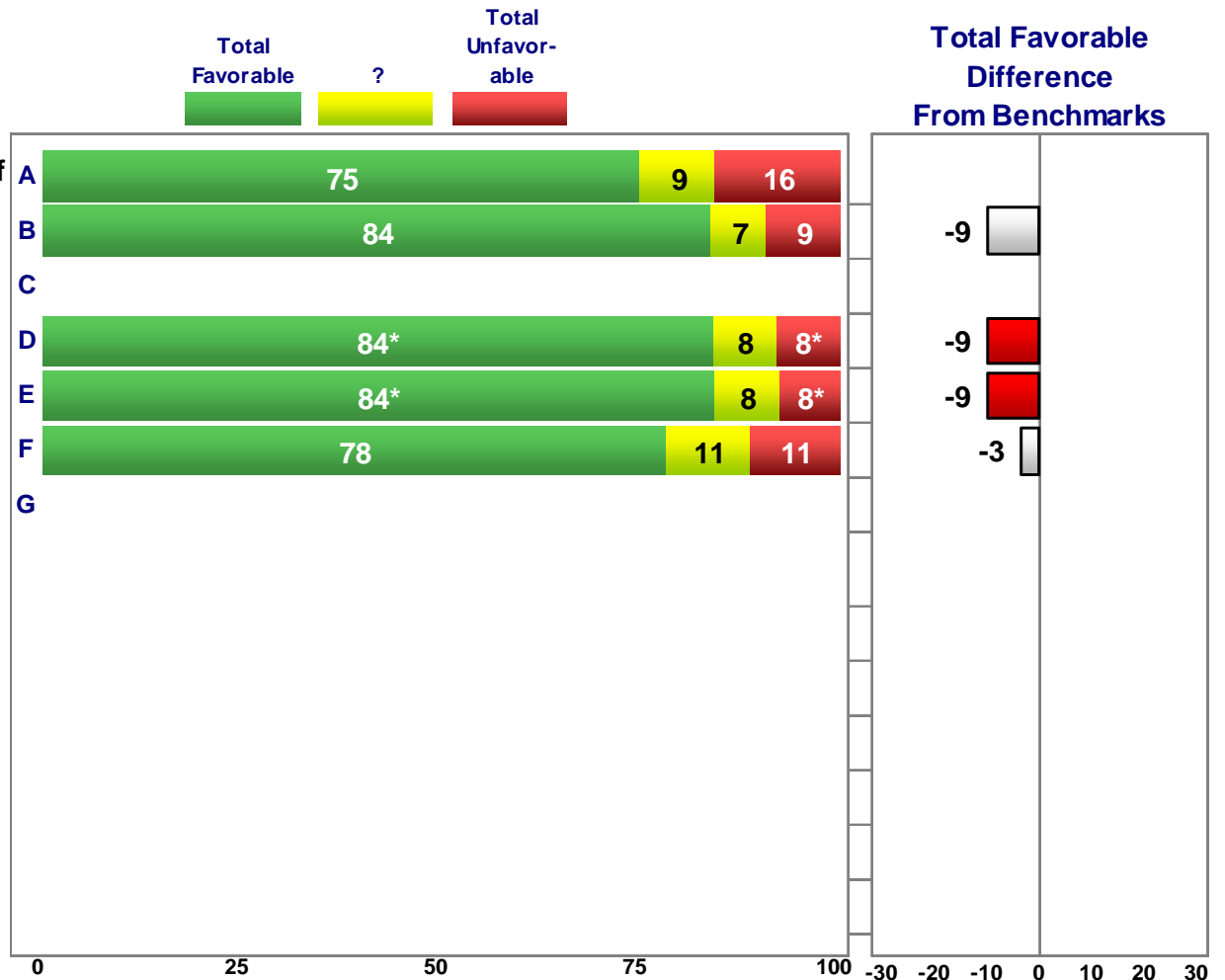
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Category 11: Strategic Clarity

59. I believe the University does a good job of communicating Notre Dame's future vision to me.



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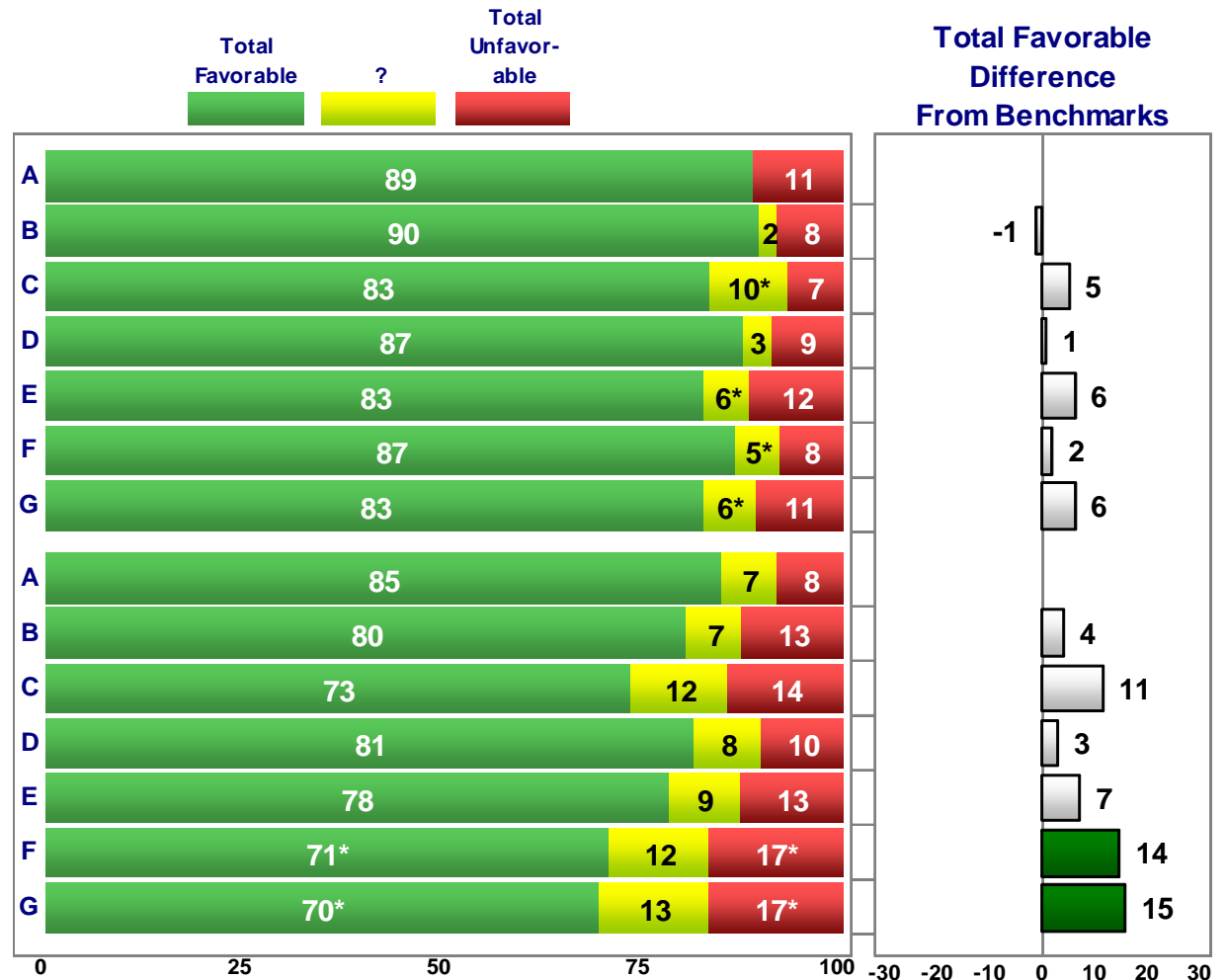
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 12: Teamwork

13. The people I work with cooperate to get the job done.

25. There is good cooperation between my department and other parts of the University.



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Legend

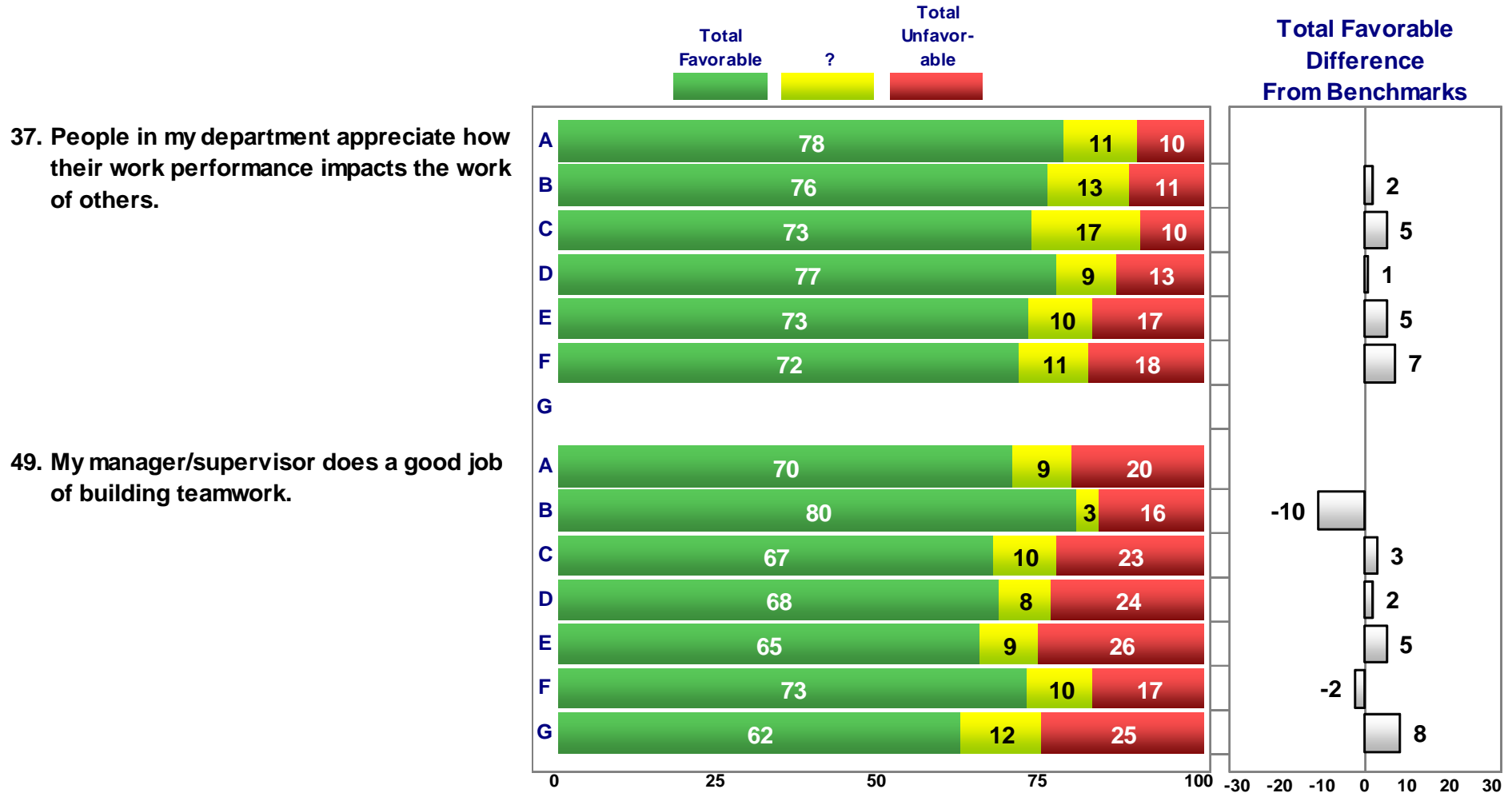
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COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 12: Teamwork



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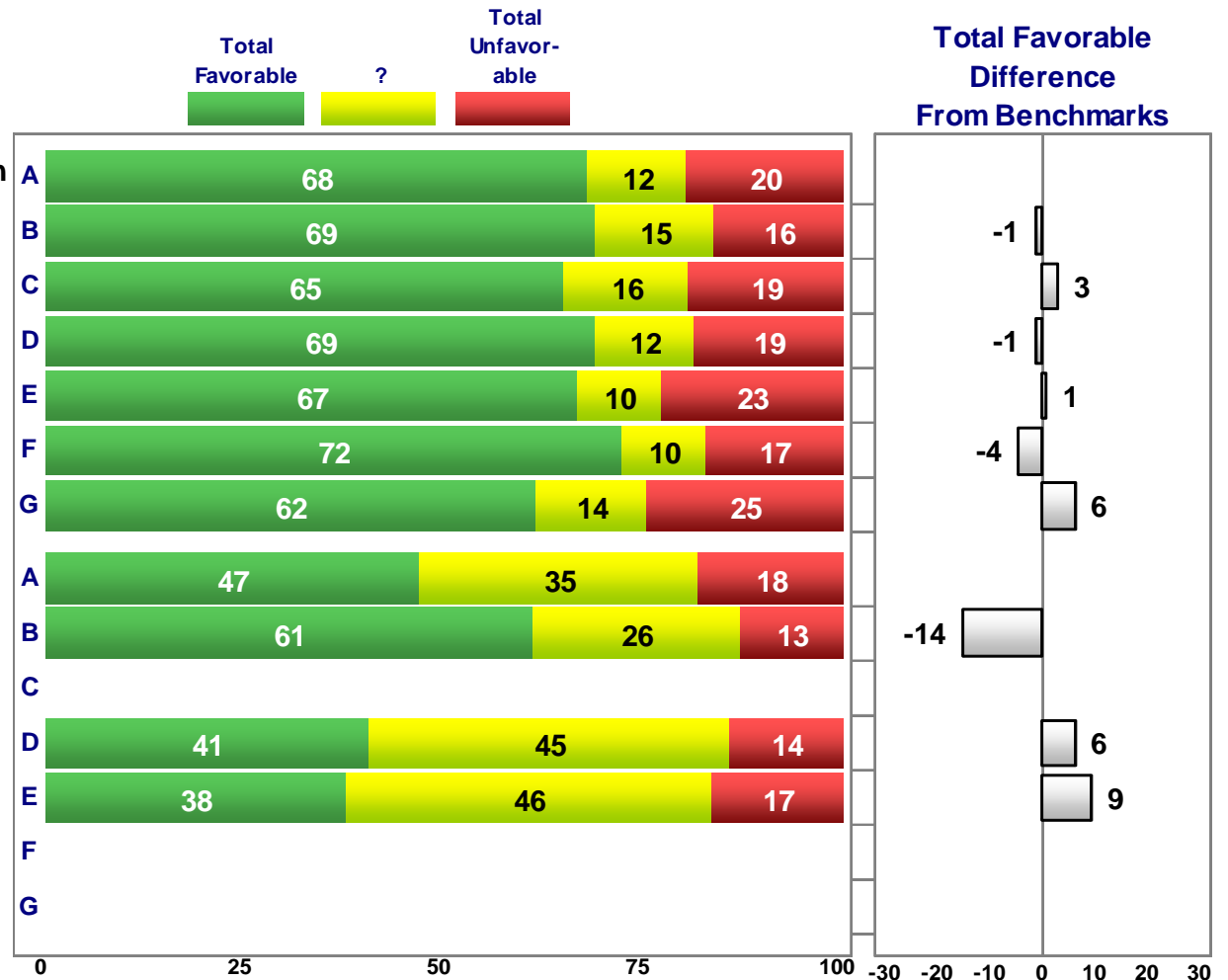
COLLEGE OF ARTS & LETTERS (98)

vs. 6 BENCHMARKS

Category 12: Teamwork

60. Differing opinions are openly discussed in reaching decisions in my work team.

67. As a non-exempt employee I feel I am adequately represented by the staff advisory council - SAC. (for Non-Exempt employees only)



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