EXECUTIVE SUMMARY

BACKGROUND

- 2022 is the 6th year of the FAS Employee Engagement Survey
- Survey Period: October 25 - November 18, 2022
- 332 individuals were invited to take the survey; 223 (67%) responded
- Survey consisted of 56 satisfaction questions, eNPS question, open-ended question for feedback regarding work environment, and the opportunity to highlight colleague(s) who have made an impact on creating a positive work environment

YOUR UNIT OR DEPARTMENT SUMMARY

RESPONSE RATE	OVERALL SATISFACTION	RETENTION DEPARTMENT	RETENTION UNIVERSITY
86% 6 responses | 7 invited	**83%** Satisfied or Extremely Satisfied	No data if your survey did not ask this question.	No data if your survey did not ask this question.

	TOP SATISFACTION SCORES		LOWEST SATISFACTION SCORES		LARGEST CHANGES IN SCORES ↑↓ *change of .09 or more,* ● *less than .09*	
1	Balance Work Life	1	Total Compensation	1	Department Diversity Programs	⬇
2	Collaborate Well with Coworkers	2	Measures Dept Goals	2	Enjoy Working with Coworkers	⬇
3	Collaborate Well with Supervisor	3	Annual Dept Goals	3	Adequate Staffing	⬆
4	Know How to Use Tools	4	Career Advancement	4	Communicates Essential Info	⬇
5	Supportive of Personal Issues	5	Faculty Value Contributions	5	Know How to Use Tools	⬆

LARGEST DRIVERS OF SATISFACTION

INFLUENTIAL STRENGTHS	PRIMARY OPPORTUNITIES
Improve Services Products	Total Compensation
Support Diversity	Annual Dept Goals
All Cultures - Fair	Measures Dept Goals
Sexual Orientation - Fair	Performance Evaluation
Treated in a Professional Manner	Good Use of Skills

NEXT STEPS

- Encourage directors to discuss the results with their teams and have a facilitated session to discuss the results and actions they can take to make improvements.
- Develop an action plan based on the opportunities and share this plan with all staff.
- Widely communicate the results and action plans of the survey. Email staff recognized for their exceptional work and contributions to a positive work environment.
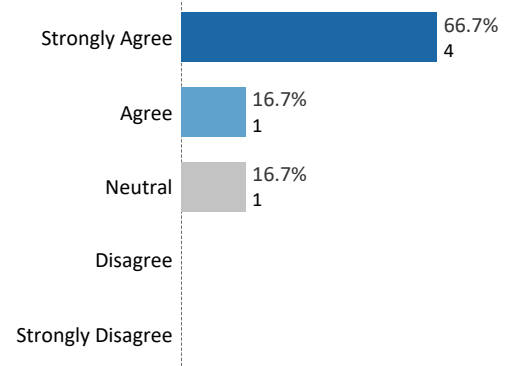- Regularly communicate the linkage between the actions taken throughout the year and the survey ("we heard you").

CSUSM

2022
6 respondents
86% of 7 invited

*2021 3 respondents
50% of 6 invited

*2020 3 respondents
75% of 4 invited

Overall, I am a satisfied FAS employee.

4.39 mean score for 56 questions (scale 1-5)
39 questions in the excellent range (4.3 or greater)

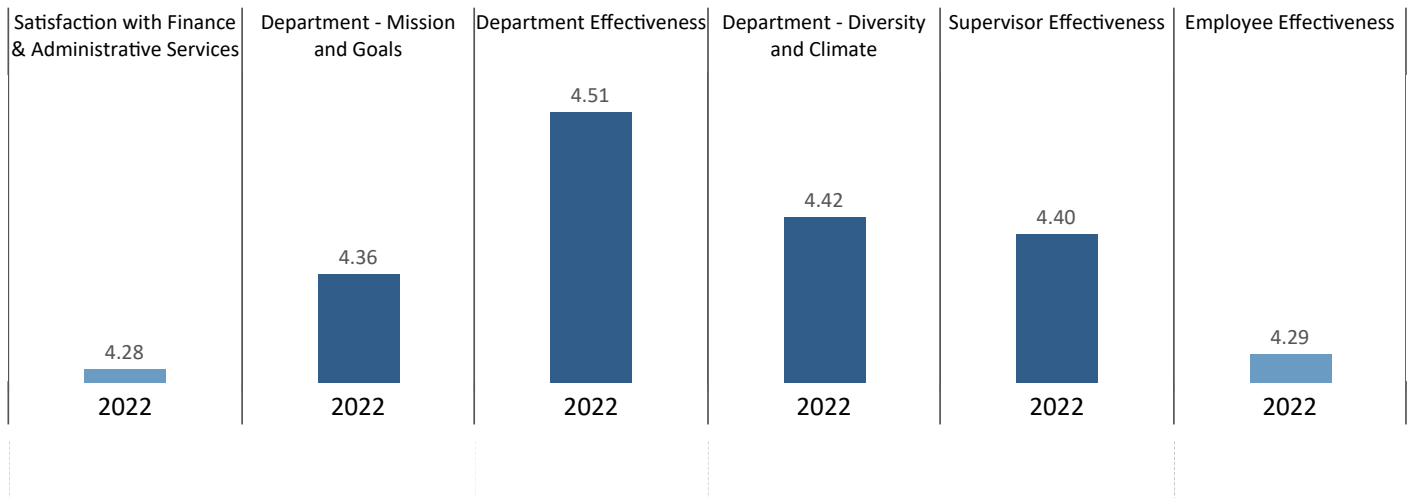| Strengths		Opportunities	
23	Collaborate Well with Coworkers	50	Total Compensation
24	Collaborate Well with Supervisor	14	Measures Dept Goals
28	Balance Work Life	13	Annual Dept Goals
48	Supportive of Personal Issues	31	Department Diversity Programs
53	Know How to Use Tools	44	Performance Evaluation

* Data is included only for years with 5 or more respondents

- Strongly Agree — 66.7% / 4
- Agree — 16.7% / 1
- Neutral — 16.7% / 1
- Disagree
- Strongly Disagree

Mean = 4.50, Std Dev = 0.84

Dimension Mean Score Trending **Below 3.00 - Low** | **3.00 to 3.59 - Marginal** | **3.60 to 4.29 - Good** | **4.30 & above - Excellent**
★ Statistically significant change from current year to prior year (p <= .01)

Satisfaction with Finance & Administrative Services	Department - Mission and Goals	Department Effectiveness	Department - Diversity and Climate	Supervisor Effectiveness	Employee Effectiveness
4.28	4.36	4.51	4.42	4.40	4.29
2022	2022	2022	2022	2022	2022

Employee Net Promoter Score (eNPS)
"Overall, I am a satisfied employee...." by "How likely is it that you would recommend..."

67 eNPS*
(66.7% - 0.0%)

Below 40 - Low
40 to 59 - Marginal
60 to 79 - Good
80 & above - Excellent

		Likelihood to Recommend											Total
		0	1	2	3	4	5	6	7	8	9	10	
Satisfied Employee	5										1	3	4
	4							1					1
	3					1							1
	2												
	1												
	Total					1		1			1	3	6

*How eNPS Works ▶

Satisfied Promoters score 4-5 on the "Satisfied" item and 7-10 on the "Recommend" item. **Dissatisfied Non-Promoters** score 1-2 on the "Satisfied" item and 0-4 on the "Recommend" item. Subtract the percentage of Dissatisfied Non-Promoters from the percentage of Satisfied Promoters to calculate eNPS. **Passives** score 3 on the "Satisfied" item and 5-6 on the "Recommend" item.

Satisfaction Mean Scores

Below 3.00 - Low | **3.00 to 3.59 - Marginal** | **3.60 to 4.29 - Good** | **4.30 & above - Excellent**

● Mean score greater than that of Business and Financial Svcs (rounded to two decimal places)

Business and Financial Svcs
41 Invited (N)
30 Responded (n)
73% Response Rate

Category	#	Item	AP 2022	Business and Financial Svcs 2022	●
Satisfaction with Finance & Administrative Services	1	Overall Satisfaction	4.50	4.27	●
	2	Valued Member	4.33	4.07	●
	3	Leadership Interested in Staff's Ideas	4.33	4.10	●
	4	Faculty Value Contributions	3.83	3.41	●
	5	Staff Value Contributions	4.33	4.14	●
	6	Understand University Mission	4.50	4.27	●
	7	Contributes to FAS Mission	4.67	4.45	●
	8	Have a Voice	4.33	4.10	●
	9	Career Advancement	3.83	3.66	●
	10	University All Welcomed	4.33	4.30	●
Department - Mission and Goals	11	Understand Dept's Mission	4.67	4.43	●
	12	Contributes to Dept's Mission	4.67	4.50	●
	13	Annual Dept Goals	3.83	4.33	
	14	Measures Dept Goals	3.80	4.10	
	15	Measures Customer Satisfaction	4.40	4.28	●
	16	Improve Services Products	4.80	4.41	●
Department Effectiveness	17	Adequate Staffing	4.17	3.53	●
	18	Have Tools	4.33	4.27	●
	19	Physical Work Environment	4.33	4.28	●
	20	Safe Environment	4.17	4.22	
	21	Spirit of Cooperation	4.67	4.53	●
	22	Ethical Conduct	4.67	4.63	●
	23	Collaborate Well with Coworkers	4.83	4.79	●
	24	Collaborate Well with Supervisor	4.83	4.75	●
	25	Collaborate with Units Outside	4.67	4.59	●
	26	Perform Responsibilities	4.50	4.37	●
	27	Participate in Decisions	4.67	4.48	●
	28	Balance Work Life	4.83	4.57	●
	29	Resolves Staff Issues	4.17	4.33	
	30	Better Ways Recognized	4.33	4.07	●
Department - Diversity and Climate	31	Department Diversity Programs	4.00	4.34	
	32	All Cultures - Fair	4.50	4.60	
	33	Sexual Orientation - Fair	4.50	4.54	
	34	Support Diversity	4.67	4.55	●
	35	Treated in a Professional Manner	4.50	4.57	
	36	Feel Valued	4.33	4.30	●
Supervisor Effectiveness	37	Recommends without Fear	4.67	4.67	
	38	Sufficient Freedom	4.50	4.60	
	39	Communicates Essential Info	4.17	4.57	
	40	Work Assigned Equitably	4.17	4.03	●
	41	Gives Praise for Work	4.67	4.47	●
	42	Suggestions for Improvement	4.50	4.52	
	43	Evaluated Fairly	4.17	4.27	
	44	Performance Evaluation	4.00	4.16	
	45	Advancement Opportunities	4.17	4.14	●
	46	Supports Training	4.17	4.30	
	47	Treats with Respect	4.67	4.63	●
	48	Supportive of Personal Issues	4.83	4.70	●
Employee Effectiveness	49	Appropriate Stress	4.00	3.87	●
	50	Total Compensation	3.33	3.20	●
	51	Get Information	4.67	4.43	●
	52	Good Use of Skills	4.17	4.37	
	53	Know How to Use Tools	4.83	4.63	●
	54	Manage Workload	4.67	4.50	●
	55	Valuable Training	4.33	3.93	●
	56	Enjoy Working with Coworkers	4.33	4.60	

2022 - FAS Employee Engagement Survey
Accounts Payable - 41000

Please indicate to what extent you agree or disagree with the following statements. Select 'N/A' if it is not applicable or you do not know.	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	N/A

	1	Overall, I am a satisfied FAS employee.
Satisfaction with Finance & Administrative Services	2	I feel valued as a member of FAS.
	3	Senior leadership in FAS are genuinely interested in hearing the ideas and opinions of staff members.
	4	Faculty members at CSUSM value my contributions.
	5	Staff members at CSUSM value my contributions.
	6	I understand the FAS mission.
	7	I understand how my job performance positively contributes to the FAS mission.
	8	I feel I have a voice to provide ideas and suggestions on how to improve FAS.
	9	I am satisfied with my opportunities for career advancement at CSUSM.
	10	FAS promotes a work environment where all people are welcomed.
Department - Mission and Goals	11	I understand my department's mission.
	12	I understand how my job performance positively contributes to my department's mission.
	13	My department establishes annual departmental performance goals.
	14	My department routinely measures departmental performance goal achievements.
	15	My department routinely measures customer satisfaction with services and products delivered.
	16	My department routinely takes action to improve services and products based on customer feedback.
Department Effectiveness	17	My department has adequate staffing to handle our workload.
	18	I have the tools (i.e., equipment and technology) needed to perform my work.
	19	My physical work environment (e.g., office, cubicle) is adequate for the job that I do.
	20	I feel physically safe while I am working onsite. (Check N/A if you worked entirely off-site during the last 12 months)
	21	There is a spirit of cooperation within my department.
	22	Most people in my department conduct themselves in an ethical manner.
	23	While working remotely, I have been able to collaborate well with co-workers as needed.
	24	While working remotely, I have been able to collaborate well with my supervisor as needed.
	25	People in my department are encouraged to work collaboratively with departments outside of my immediate area.
	26	Most people in my department perform their responsibilities.
	27	I have the opportunity to participate in making decisions that affect my work.
	28	My department creates a flexible environment that allows me to balance my work and personal life.
	29	My department effectively resolves staff-related issues (i.e., staff work interactions).
	30	People in my department are recognized for finding better ways of doing things.
Department - Diversity and Climate	31	I am satisfied with the diversity related initiatives and efforts within my department.
	32	People of all ethnic groups, cultures, and backgrounds are treated fairly in my department.
	33	People of all sexual orientations are treated fairly in my department.
	34	My department actively supports a diverse work environment.
	35	My department provides an environment where everyone is treated in a professional manner.
	36	I feel valued by my department.
Supervisor Effectiveness	37	I can make recommendations to my supervisor without fear of negative consequences.
	38	I have sufficient freedom to decide how to best perform my work.
	39	My supervisor communicates essential information on a timely basis.
	40	Work is assigned equitably in my department.
	41	My supervisor gives me praise for my work.
	42	My supervisor gives me useful suggestions for improvement.
	43	My performance is evaluated fairly.
	44	My last performance evaluation provided me with information I could use to improve my performance.
	45	My supervisor gives me opportunities that support my career advancement.
	46	My supervisor actively supports my participation in training and education programs related to my job responsibilities.
	47	My supervisor treats me with respect.
	48	My supervisor is supportive when personal issues arise.
Employee Effectiveness	49	I feel that the amount of stress associated with my job is appropriate for my position.
	50	I am satisfied with my total compensation, including salary and benefits.
	51	I know how to get the information I need to be effective in my job.
	52	My job makes good use of my skills and abilities.
	53	I know how to use the tools that I have (i.e., equipment and technology) to do my work.
	54	I am able to manage my work load effectively.
	55	The training that I receive at CSUSM is valuable for improving my job performance.
	56	I enjoy working with my coworkers.
eNPS	57	How likely is it that you would recommend working in the Finance & Administrative Services (FAS) Division?

Comparison of Accounts Payable - 41000 to other Universities Overall
Satisfaction with Finance & Administrative Services
Reading this visualization: Your department/unit's mean scores (black dots) are displayed with the overall means of CSUSM (blue bars) and other participating universities (see list on the bottom of page).

● Accounts Payable - 41000

Category	University	Score	Dot
Overall Satisfaction	CSUSM	4.00	● 4.50
	CSUCO	3.97	
	UMB	3.85	
	UCSD	3.84	
	UCANR	3.68	
	CSLA	3.66	
Valued Member	CSUCO	3.88	
	CSUSM	3.82	● 4.33
	UCSD	3.71	
	UMB	3.65	
	UCANR	3.61	
	CSLA	3.40	
Leadership Interested in Staff's Ideas	CSUSM	3.79	● 4.33
	CSUCO	3.62	
	UMB	3.48	
	UCSD	3.47	
Campus Faculty Value	CSUCO	4.20	
	UCANR	3.71	
	UCSD	3.64	
	UMB	3.62	
	CSUSM	3.56	● 3.83
	CSLA	3.45	
Staff Value Contributions	CSUCO	4.09	
	UCSD	3.97	
	CSUSM	3.96	● 4.33
	UCANR	3.91	
	UMB	3.90	
	CSLA	3.79	
Contribute to University Mission	CSUCO	4.46	
	CSLA	4.29	
	UCSD	4.28	
	UMB	4.27	
	CSUSM	4.26	● 4.67
	UCANR	4.19	

Category	University	Score	Dot
Contribute to University Mission	CSUCO	4.46	
	CSLA	4.29	
	UCSD	4.28	
	UMB	4.27	
	CSUSM	4.26	● 4.67
	UCANR	4.19	
Have a Voice	CSUSM	3.70	● 4.33
	CSUCO	3.68	
	UCSD	3.49	
	UMB	3.41	
	UCANR	3.25	
	CSLA	3.09	
Career Advancement	CSUSM	3.57	● 3.83
	UCSD	3.30	
	UMB	3.29	
	CSUCO	3.28	
	UCANR	3.10	
	CSLA	2.86	
University All Welcomed	CSUSM	4.05	● 4.33
	CSUCO	4.05	
	UCSD	3.97	
	UMB	3.92	

UC ANR (UC Division of Agriculture & Natural Resources) - Agricultural Experiment Station & UC Cooperative Extension
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UC San Diego (UCSD) - Academic Affairs, Marine Sciences, Health Sciences, CFO, Student Affairs, Resource Management & Planning, Advancement, Chancellor's Unit, EDI, Research Affairs

Comparison of Accounts Payable - 41000 to other Universities Overall

Department - Mission and Goals

Reading this visualization: Your department/unit's mean scores (black dots) are displayed with the overall means of CSUSM (blue bars) and other participating universities (see list on the bottom of page).

● Accounts Payable - 41000

Understand Dept's Mission	CSUCO	4.41	
	UCANR	4.35	
	CSUSM	4.33	● 4.67
	CSLA	4.29	
	UMB	4.28	
	UCSD	4.21	
Contribute to Dept's Mission	CSUCO	4.49	
	CSUSM	4.44	● 4.67
	CSLA	4.39	
	UCANR	4.39	
	UMB	4.37	
	UCSD	4.31	
Annual Dept Goals	CSUCO	4.03	
	CSUSM	3.98	● 3.83
	UCSD	3.86	
	UMB	3.83	
	UCANR	3.69	
	CSLA	3.65	
Measures Dept Goals	CSUCO	3.92	
	CSUSM	3.82	● 3.80
	UCSD	3.74	
	UMB	3.68	
	UCANR	3.65	
	CSLA	3.47	
Measures Customer Satisfaction	CSUSM	4.00	● 4.40
	CSUCO	3.96	
	UCSD	3.75	
	UMB	3.65	
	UCANR	3.49	
	CSLA	3.43	
Improve Services Products	CSUCO	4.11	
	CSUSM	4.06	● 4.80
	UCSD	3.81	
	UMB	3.77	
	UCANR	3.68	
	CSLA	3.60	

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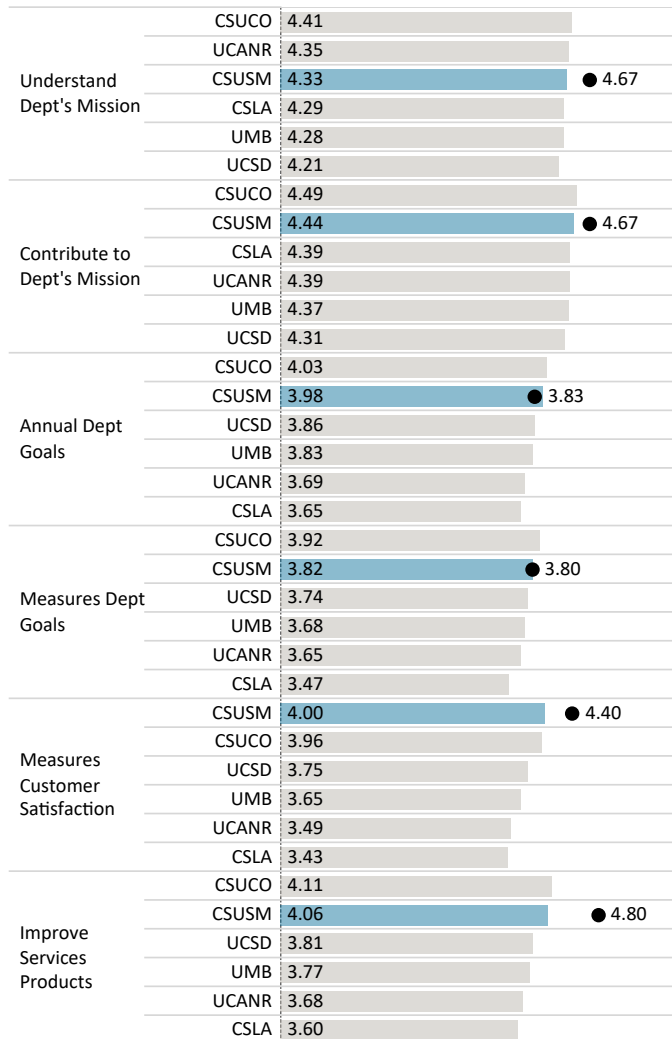
Comparison of Accounts Payable - 41000 to other Universities Overall
Department Effectiveness
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● Accounts Payable - 41000

Adequate Staffing		
CSUCO	3.02	
CSLA	2.92	
UMB	2.92	
CSUSM	2.78	● 4.17
UCSD	2.77	
UCANR	2.60	

Have Tools		
CSUCO	4.09	
CSUSM	3.97	● 4.33
UMB	3.87	
UCSD	3.83	
CSLA	3.73	
UCANR	3.67	

Physical Work Environment		
CSUSM	4.20	● 4.33
CSUCO	4.19	
UCSD	3.98	
UMB	3.96	
UCANR	3.80	
CSLA	3.74	

Safe Environment		
CSUCO	4.26	
CSUSM	4.23	● 4.17
UCSD	4.12	
UCANR	4.08	
CSLA	4.00	
UMB	3.86	

Spirit of Cooperation		
CSUCO	4.25	
CSUSM	4.13	● 4.67
UCANR	4.07	
UCSD	3.96	
UMB	3.88	
CSLA	3.74	

Ethical Conduct		
CSUCO	4.48	
UCANR	4.37	
CSUSM	4.37	● 4.67
UMB	4.20	
UCSD	4.19	
CSLA	4.03	

Collaborate with Units Outside		
CSUCO	4.32	
CSUSM	4.23	● 4.67
UCANR	4.11	
UCSD	4.05	
UMB	4.00	
CSLA	3.86	

Perform Responsibilities		
CSUCO	4.34	
UCANR	4.24	
CSUSM	4.21	● 4.50
UMB	4.14	
UCSD	4.09	
CSLA	3.96	

Participate in Decisions		
CSUCO	4.12	
CSUSM	4.11	● 4.67
UCANR	4.03	
UCSD	3.92	
UMB	3.86	
CSLA	3.80	

Balance Work Life		
CSUCO	4.42	
CSUSM	4.34	● 4.83
UCANR	4.28	
UCSD	4.11	
UMB	4.04	
CSLA	3.92	

Resolves Staff Issues		
CSUCO	4.02	
CSUSM	3.89	● 4.17
UCANR	3.77	
UCSD	3.75	
UMB	3.66	
CSLA	3.46	

Better Ways Recognized		
CSUCO	4.01	
CSUSM	3.93	● 4.33
UCANR	3.86	
UCSD	3.77	
UMB	3.58	
CSLA	3.45	

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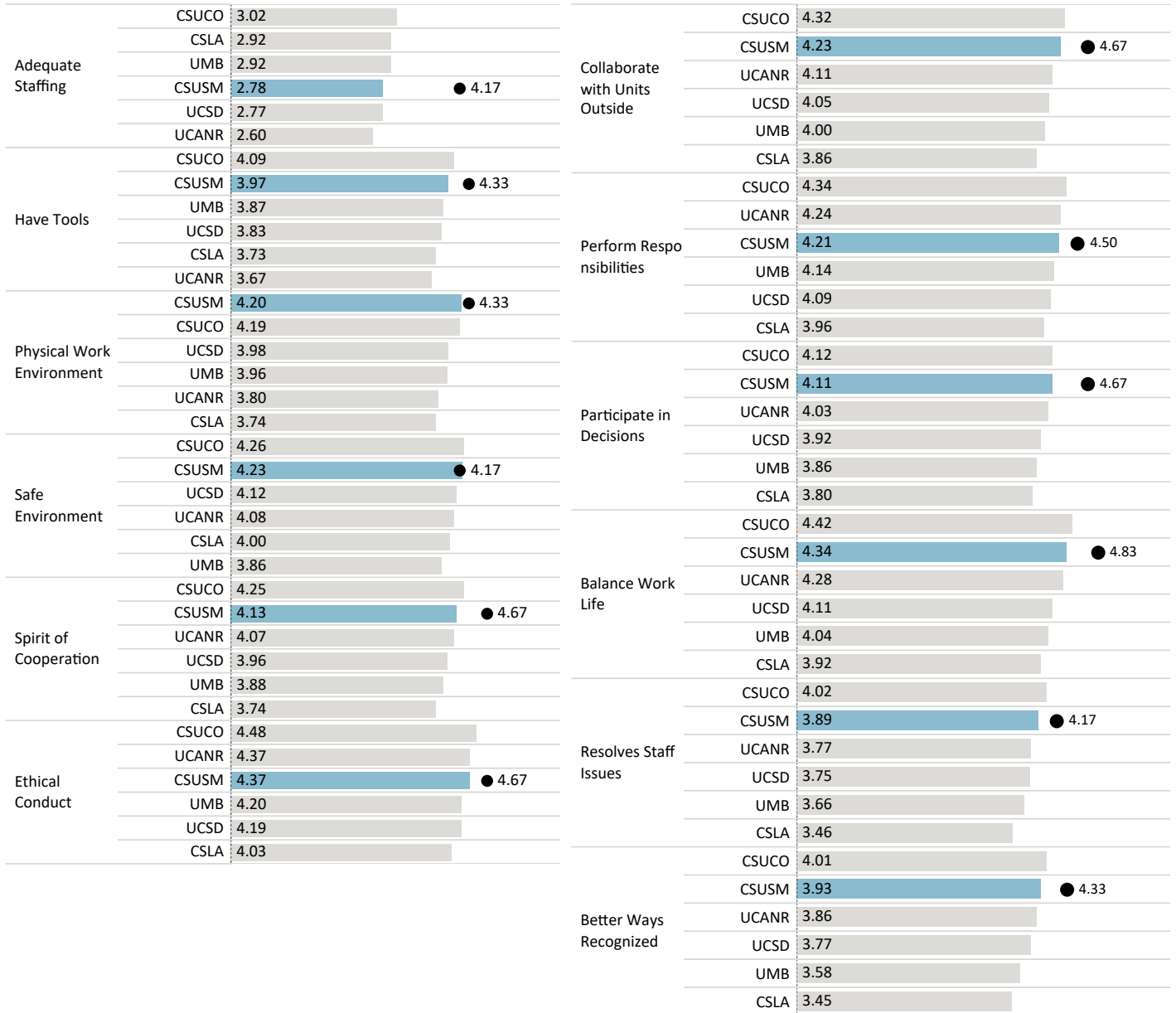
Comparison of Accounts Payable - 41000 to other Universities Overall

Department - Diversity and Climate

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● Accounts Payable - 41000

Category	University	Score	Dept Score
All Cultures - Fair	CSUSM	4.41	● 4.50
	CSUCO	4.39	
	CSLA	4.26	
	UCSD	4.23	
	UMB	4.14	
Sexual Orientation - Fair	CSUCO	4.49	
	CSUSM	4.46	● 4.50
	CSLA	4.32	
	UCSD	4.29	
	UMB	4.24	
Department Diversity Programs	CSUSM	4.15	● 4.00
	CSUCO	4.05	
	UCSD	3.91	
	UMB	3.78	
Support Diversity	CSUSM	4.39	● 4.67
	CSUCO	4.35	
	CSLA	4.24	
	UCSD	4.20	
	UMB	4.16	
Community- Excellence- Professional	CSUCO	4.43	
	CSUSM	4.35	● 4.50
	UCSD	4.18	
	UMB	4.11	
	CSLA	4.04	
Feel Valued	CSUCO	4.20	
	CSUSM	4.12	● 4.33
	UCSD	3.94	
	UMB	3.90	
	CSLA	3.84	

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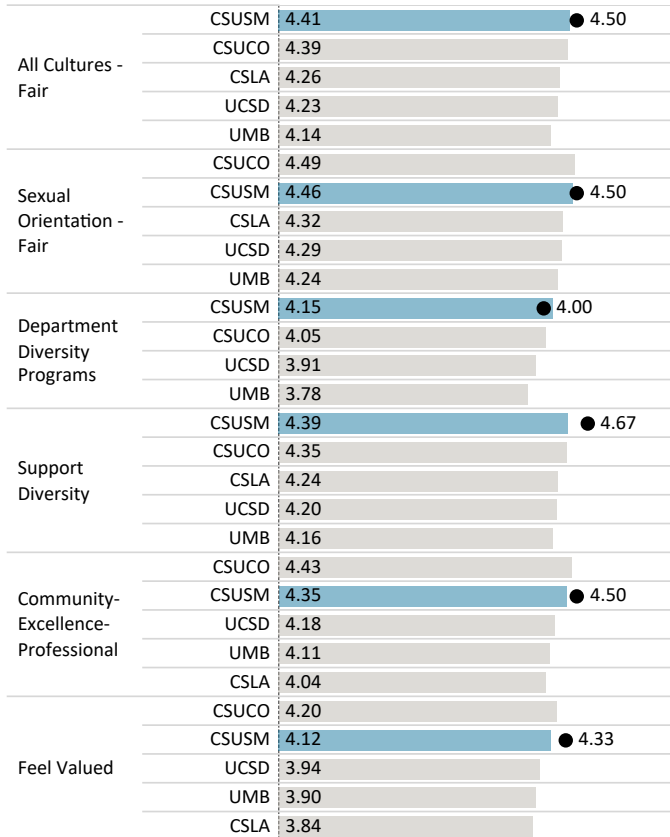
Comparison of Accounts Payable - 41000 to other Universities Overall

Supervisor Effectiveness

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● Accounts Payable - 41000

Recommends without Fear	CSUCO	4.43	**Evaluated Fairly**	CSUSM	4.31 ● 4.17
	CSUSM	4.39 ● 4.67		CSUCO	4.28
	UCANR	4.22		UCANR	4.14
	UCSD	4.18		UMB	4.13
	UMB	4.15		UCSD	4.09
	CSLA	4.09		CSLA	3.98
Sufficient Freedom	CSUSM	4.47 ● 4.50	**Performance Evaluation**	CSUCO	4.17
	UCANR	4.43		CSUSM	4.13 ● 4.00
	CSUCO	4.43		UCSD	3.95
	UMB	4.20		UMB	3.92
	UCSD	4.20		UCANR	3.84
	CSLA	4.09		CSLA	3.79
Communicates Essential Info	CSUCO	4.32	**Advancement Opportunities**	CSUSM	4.09 ● 4.17
	CSUSM	4.30 ● 4.17		CSUCO	4.09
	UCSD	4.09		UCSD	3.90
	UCANR	4.09		UMB	3.79
	UMB	4.05		UCANR	3.78
	CSLA	3.87		CSLA	3.71
Work Assigned Equitably	CSUCO	4.10	**Supports Training**	CSUCO	4.40
	UMB	4.01		CSUSM	4.27 ● 4.17
	CSUSM	4.00 ● 4.17		UCANR	4.16
	UCSD	3.96		UCSD	4.12
	UCANR	3.87		UMB	4.08
	CSLA	3.70		CSLA	4.04
Gives Praise for Work	CSUCO	4.30	**Treats with Respect**	CSUSM	4.55 ● 4.67
	CSUSM	4.29 ● 4.67		CSUCO	4.53
	UCSD	4.12		UCANR	4.46
	UCANR	4.10		UCSD	4.40
	UMB	4.05		UMB	4.37
	CSLA	3.95		CSLA	4.25
Suggestions for Improvement	CSUCO	4.21	**Supportive of Personal Issues**	CSUCO	4.61
	CSUSM	4.20 ● 4.50		CSUSM	4.59 ● 4.83
	UCSD	4.04		UCANR	4.47
	UMB	4.02		UCSD	4.45
	UCANR	3.96		UMB	4.44
	CSLA	3.88		CSLA	4.36

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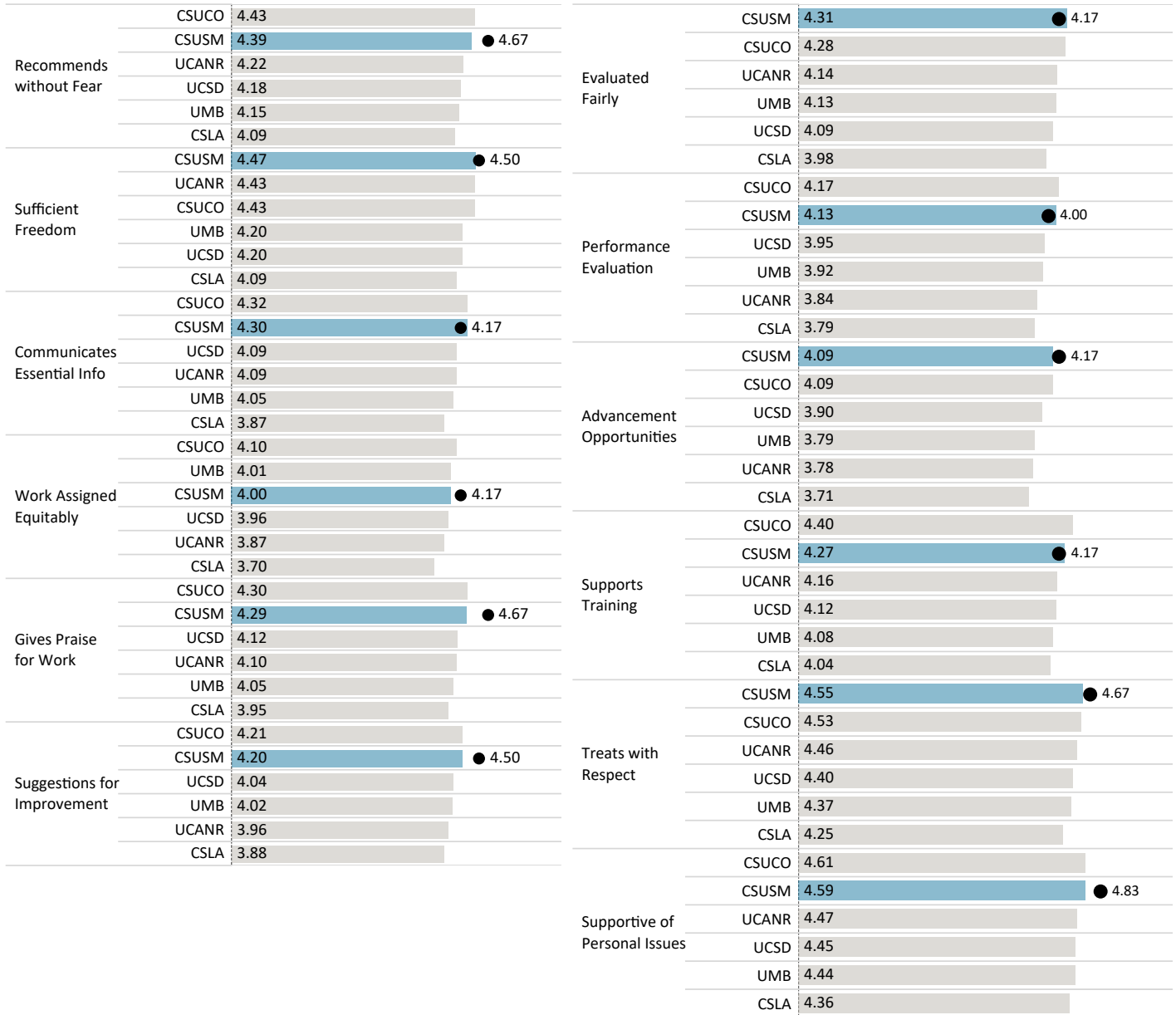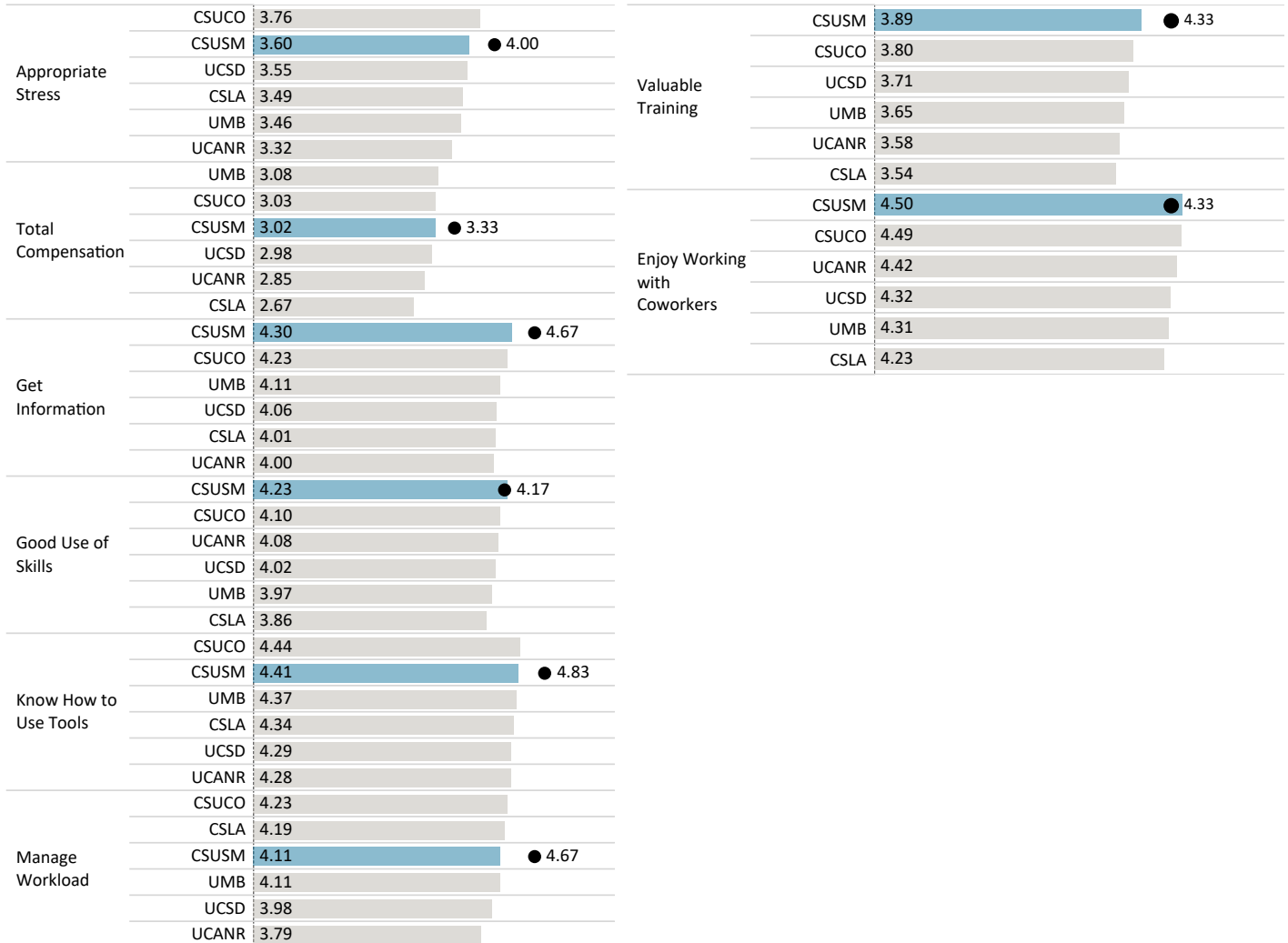
Comparison of Accounts Payable - 41000 to other Universities Overall
Employee Effectiveness
Reading this visualization: Your department/unit's mean scores (black dots) are displayed with the overall means of CSUSM (blue bars) and other participating universities (see list on the bottom of page).

● Accounts Payable - 41000

Category	University	Score	Dot
Appropriate Stress	CSUCO	3.76	
	CSUSM	3.60	● 4.00
	UCSD	3.55	
	CSLA	3.49	
	UMB	3.46	
	UCANR	3.32	
Total Compensation	UMB	3.08	
	CSUCO	3.03	
	CSUSM	3.02	● 3.33
	UCSD	2.98	
	UCANR	2.85	
	CSLA	2.67	
Get Information	CSUSM	4.30	● 4.67
	CSUCO	4.23	
	UMB	4.11	
	UCSD	4.06	
	CSLA	4.01	
	UCANR	4.00	
Good Use of Skills	CSUSM	4.23	● 4.17
	CSUCO	4.10	
	UCANR	4.08	
	UCSD	4.02	
	UMB	3.97	
	CSLA	3.86	
Know How to Use Tools	CSUCO	4.44	
	CSUSM	4.41	● 4.83
	UMB	4.37	
	CSLA	4.34	
	UCSD	4.29	
	UCANR	4.28	
Manage Workload	CSUCO	4.23	
	CSLA	4.19	
	CSUSM	4.11	● 4.67
	UMB	4.11	
	UCSD	3.98	
	UCANR	3.79	

Category	University	Score	Dot
Valuable Training	CSUSM	3.89	● 4.33
	CSUCO	3.80	
	UCSD	3.71	
	UMB	3.65	
	UCANR	3.58	
	CSLA	3.54	
Enjoy Working with Coworkers	CSUSM	4.50	● 4.33
	CSUCO	4.49	
	UCANR	4.42	
	UCSD	4.32	
	UMB	4.31	
	CSLA	4.23	

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