



## 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
<p><b>75%</b></p> <p>80 responses   107 invited</p>	<p><b>72%</b></p> <p>Satisfied or Extremely Satisfied</p>	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 Contributes to Dept's Mission	1 Adequate Staffing	1 Adequate Staffing ↓
2 Enjoy Working with Coworkers	2 Total Compensation	2 Enjoy Working with Coworkers ↑
3 Treats with Respect	3 Leadership Interested in Staff's Ideas	3 Collaborate with Units Outside ↑
4 Supportive of Personal Issues	4 Appropriate Stress	4 Resolves Staff Issues ↑
5 Know How to Use Tools	5 Career Advancement	5 Supportive of Personal Issues ↑

LARGEST DRIVERS OF SATISFACTION	
INFLUENTIAL STRENGTHS	PRIMARY OPPORTUNITIES
Good Use of Skills	Total Compensation
Understand Dept's Mission	Feel Valued
Collaborate with Units Outside	Spirit of Cooperation
Support Diversity	Better Ways Recognized
Treated in a Professional Manner	Valuable Training

### 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").

<sup>1</sup> Survey and analytics powered by Tritonlytics™ Organizational Assessments and Strategy, UC San Diego



# 2022 - FAS Employee Engagement Survey

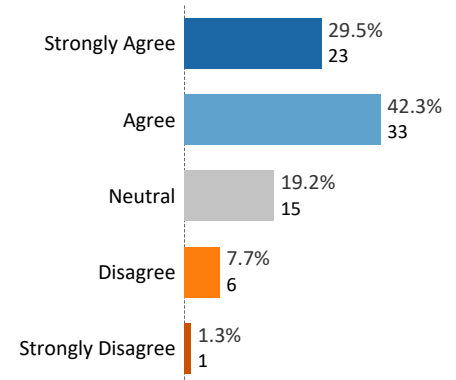
## Facilities Development and Management - 50000

**2022**  
80 respondents  
75% of 107 invited

**2021** 55 respondents  
52% of 106 invited

**2020** 81 respondents  
70% of 116 invited

Overall, I am a satisfied FAS employee.

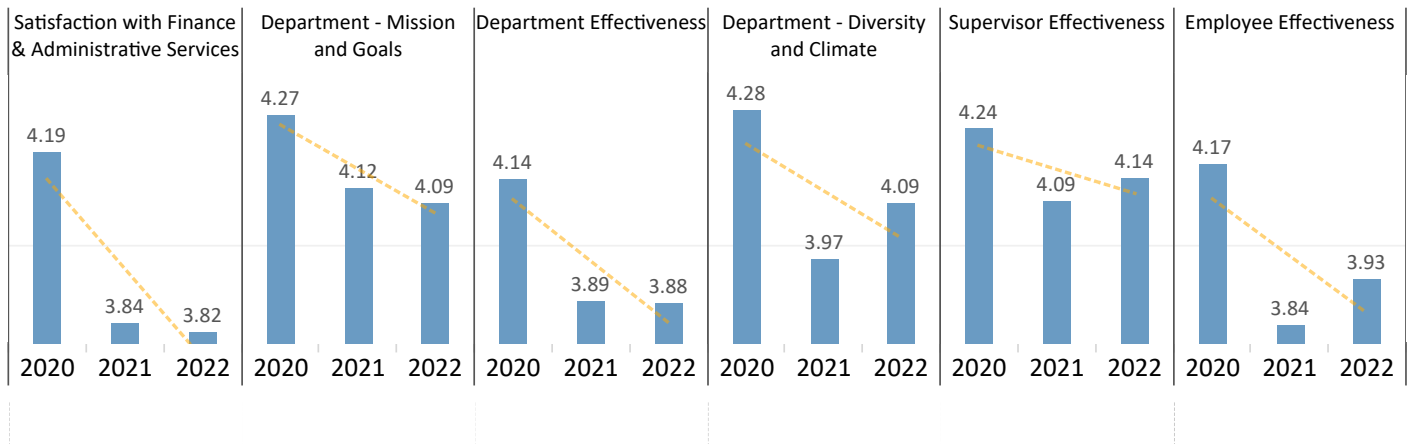


Mean = 3.91, Std Dev = 0.96

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

Influential Strengths at Department Level	Primary Opportunities at Department Level
52 Good Use of Skills	50 Total Compensation
11 Understand Dept's Mission	36 Feel Valued
25 Collaborate with Units Outside	21 Spirit of Cooperation
34 Support Diversity	30 Better Ways Recognized
35 Treated in a Professional Manner	55 Valuable Training

**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)



### Employee Net Promoter Score (eNPS)

"Overall, I am a satisfied employee...." by "How likely is it that you would recommend working..."

**55 eNPS\***  
(63.8% - 8.7%)

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	1	4	14	20
	4						2	1	8	7	1	8	27
	3	1			1	2	2	4	2		2	1	15
	2	1	1	1	1	1				1			6
	1	1											1
<b>Total</b>		3	1	1	2	3	4	5	11	9	7	23	69

#### eNPS Trend

2020 2021 2022  
83 69 55

#### \*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.



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

Change from 2021 to 2022  
Arrows indicate change of .09 or greater

Finance and Admin Svcs  
332 Invited (N)  
223 Responded (n)  
67% Response Rate

↓ 6    ● 33    ↑ 16

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

		2020	2021	2022		2022
	1 Overall Satisfaction	4.23	3.94	3.91		4.00
	2 Valued Member	4.22	3.63	3.69		3.82
	3 Leadership Interested in Staff's Ideas	4.08	3.52	3.47		3.79
Satisfaction with Finance & Administrative Services	4 Faculty Value Contributions	4.12	3.86	3.88		3.56
	5 Staff Value Contributions	4.29	3.85	3.99		3.96
	6 Understand University Mission	4.33	4.17	3.94		4.02
	7 Contributes to FAS Mission	4.43	4.24	4.29		4.26
	8 Have a Voice	4.01	3.65	3.62		3.70
	9 Career Advancement	3.81	3.63	3.60		3.57
	10 University All Welcomed	4.42	4.00	3.94		4.05
Department - Mission and Goals	11 Understand Dept's Mission	4.41	4.30	4.23		4.33
	12 Contributes to Dept's Mission	4.51	4.42	4.42		4.44
	13 Annual Dept Goals	4.19	4.06	4.04		3.98
	14 Measures Dept Goals	4.08	3.88	3.93		3.82
	15 Measures Customer Satisfaction	4.18	3.94	3.96		4.00
	16 Improve Services Products	4.23	4.10	3.93		4.06
	17 Adequate Staffing	3.34	3.10	2.74		2.78
Department Effectiveness	18 Have Tools	4.35	4.27	4.01		3.97
	19 Physical Work Environment	4.26	3.94	3.93		4.20
	20 Safe Environment	4.32	4.29	4.17		4.23
	21 Spirit of Cooperation	4.19	3.83	3.87		4.13
	22 Ethical Conduct	4.31	3.98	4.07		4.37
	23 Collaborate Well with Coworkers		3.93	4.10		4.45
	24 Collaborate Well with Supervisor		4.14	4.29		4.51
	25 Collaborate with Units Outside	4.28	3.90	4.05		4.23
	26 Perform Responsibilities	4.16	3.94	3.88		4.21
	27 Participate in Decisions	4.08	3.86	3.84		4.11
	28 Balance Work Life	4.31	3.92	4.05		4.34
Department - Diversity and Climate	29 Resolves Staff Issues	3.91	3.65	3.79		3.89
	30 Better Ways Recognized	4.11	3.69	3.74		3.93
	31 Department Diversity Programs	4.23	3.98	4.04		4.15
	32 All Cultures - Fair	4.26	3.94	4.16		4.41
	33 Sexual Orientation - Fair	4.35	4.20	4.24		4.46
	34 Support Diversity	4.32	4.00	4.18		4.39
	35 Treated in a Professional Manner	4.30	3.94	4.05		4.35
	36 Feel Valued	4.22	3.77	3.86		4.12
Supervisor Effectiveness	37 Recommends without Fear	4.30	4.04	4.13		4.39
	38 Sufficient Freedom	4.44	4.23	4.22		4.47
	39 Communicates Essential Info	4.05	4.10	4.21		4.30
	40 Work Assigned Equitably	3.91	3.92	3.97		4.00
	41 Gives Praise for Work	4.22	4.06	4.11		4.29
	42 Suggestions for Improvement	4.20	4.06	4.07		4.20
	43 Evaluated Fairly	4.21	4.04	4.17		4.31
	44 Performance Evaluation	4.16	3.94	4.06		4.13
	45 Advancement Opportunities	4.11	4.00	3.95		4.09
	46 Supports Training	4.33	4.19	4.09		4.27
Employee Effectiveness	47 Treats with Respect	4.45	4.29	4.36		4.55
	48 Supportive of Personal Issues	4.51	4.21	4.34		4.59
	49 Appropriate Stress	3.73	3.50	3.54		3.60
	50 Total Compensation	3.59	2.77	2.76		3.02
	51 Get Information	4.32	4.13	4.18		4.30
	52 Good Use of Skills	4.26	3.98	4.13		4.23
	53 Know How to Use Tools	4.52	4.38	4.34		4.41
	54 Manage Workload	4.14	3.87	4.21		4.11
	55 Valuable Training	4.15	3.85	3.92		3.89
56 Enjoy Working with Coworkers	4.59	4.21	4.39		4.50	



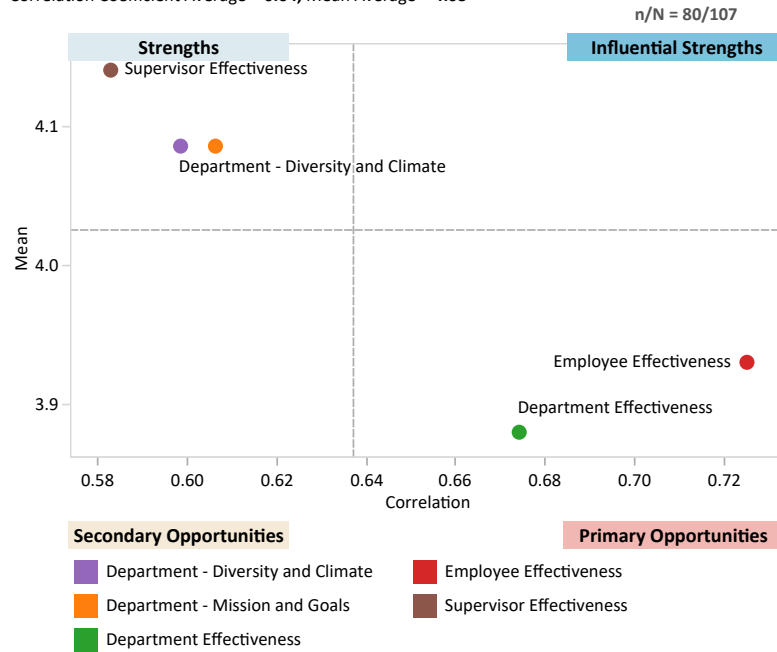
# 2022 - FAS Employee Engagement Survey

## Facilities Development and Management - 50000

ST - Strength | IS - Influential Strength | PO - Primary Opportunity | SO - Secondary Opportunity

### Strengths and Opportunities by Survey Question With Axes at the Average Dimension Mean and Average Dimension by Overall Satisfaction Correlation

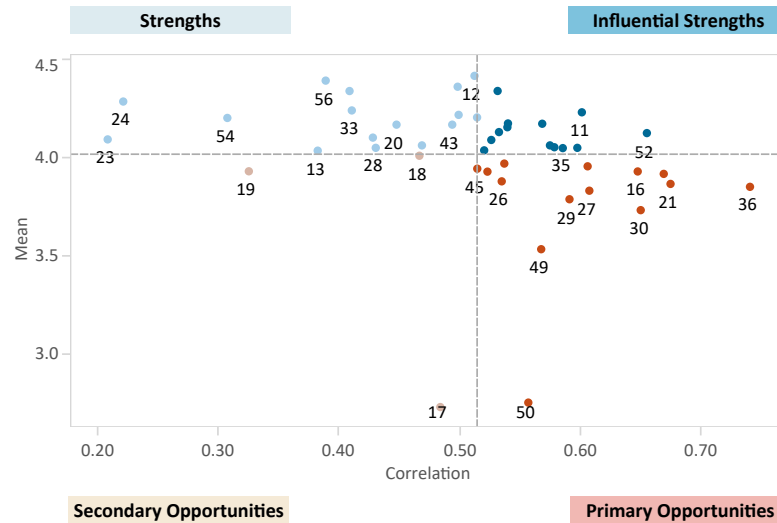
Correlation Coefficient Average = 0.64, Mean Average = 4.03



### Strengths and Opportunities by Survey Question With Axes at the Average Question Mean and Average Question by Overall Satisfaction Correlation

Correlation Coefficient Average = 0.51, Mean Average = 4.02

n/N = 80/107



<b>Strengths</b> Higher than average mean score, lower than average correlation. "Keep up the good work"	<b>Influential Strengths</b> Higher than average mean score, higher than average correlation "Keep an eye on"
<b>Secondary Opps</b> Lower than average mean score, lower than average correlation. "Low Priority"	<b>Primary Opps</b> Lower than average mean score, higher than average correlation. "Concentrate Efforts"

Satisfaction with University-level dimension is excluded from this analysis

Dim	Question	Mean	Corr	Str/Opps
DEP	Department Effectiveness	3.88	0.67	PO
DIV	Department - Diversity and Climate	4.09	0.60	ST
EMP	Employee Effectiveness	3.93	0.72	PO
MIS	Department - Mission and Goals	4.09	0.61	ST
SUP	Supervisor Effectiveness	4.14	0.58	ST

DIV	31. Department Diversity Programs	4.04	0.52	IS
DIV	35. Treated in a Professional Manner	4.05	0.58	IS
DEP	25. Collaborate with Units Outside	4.05	0.60	IS
SUP	44. Performance Evaluation	4.06	0.58	IS
DEP	22. Ethical Conduct	4.07	0.57	IS
SUP	46. Supports Training	4.09	0.53	IS
EMP	52. Good Use of Skills	4.13	0.65	IS
SUP	37. Recommends without Fear	4.13	0.53	IS
DIV	32. All Cultures - Fair	4.16	0.54	IS
DIV	34. Support Diversity	4.18	0.57	IS
EMP	51. Get Information	4.18	0.54	IS
MIS	11. Understand Dept's Mission	4.23	0.60	IS
SUP	48. Supportive of Personal Issues	4.34	0.53	IS
EMP	50. Total Compensation	2.76	0.56	PO
EMP	49. Appropriate Stress	3.54	0.57	PO
DEP	30. Better Ways Recognized	3.74	0.65	PO
DEP	29. Resolves Staff Issues	3.79	0.59	PO
DEP	27. Participate in Decisions	3.84	0.61	PO
DIV	36. Feel Valued	3.86	0.74	PO
DEP	21. Spirit of Cooperation	3.87	0.67	PO
DEP	26. Perform Responsibilities	3.88	0.53	PO
EMP	55. Valuable Training	3.92	0.67	PO
MIS	14. Measures Dept Goals	3.93	0.52	PO
MIS	16. Improve Services Products	3.93	0.65	PO
SUP	45. Advancement Opportunities	3.95	0.51	PO
MIS	15. Measures Customer Satisfaction	3.96	0.61	PO
SUP	40. Work Assigned Equitably	3.97	0.54	PO
DEP	17. Adequate Staffing	2.74	0.48	SO
DEP	19. Physical Work Environment	3.93	0.32	SO
DEP	18. Have Tools	4.01	0.47	SO
MIS	13. Annual Dept Goals	4.04	0.38	ST
DEP	28. Balance Work Life	4.05	0.43	ST
SUP	42. Suggestions for Improvement	4.07	0.47	ST
DEP	23. Collaborate Well with Coworkers	4.10	0.21	ST
SUP	41. Gives Praise for Work	4.11	0.43	ST
DEP	20. Safe Environment	4.17	0.45	ST
SUP	43. Evaluated Fairly	4.17	0.49	ST
EMP	54. Manage Workload	4.21	0.31	ST
SUP	39. Communicates Essential Info	4.21	0.51	ST
SUP	38. Sufficient Freedom	4.22	0.50	ST
DIV	33. Sexual Orientation - Fair	4.24	0.41	ST
DEP	24. Collaborate Well with Supervisor	4.29	0.22	ST
EMP	53. Know How to Use Tools	4.34	0.41	ST
SUP	47. Treats with Respect	4.36	0.50	ST
EMP	56. Enjoy Working with Coworkers	4.39	0.39	ST
MIS	12. Contributes to Dept's Mission	4.42	0.51	ST



## 2022 - FAS Employee Engagement Survey

### Facilities Development and Management - 50000

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	Agree	Neutral	Disagree	Strongly Disagree	N/A
		5	4	3	2	1	
Satisfaction with Finance & Administrative Services	1 Overall, I am a satisfied FAS employee.						
	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?						

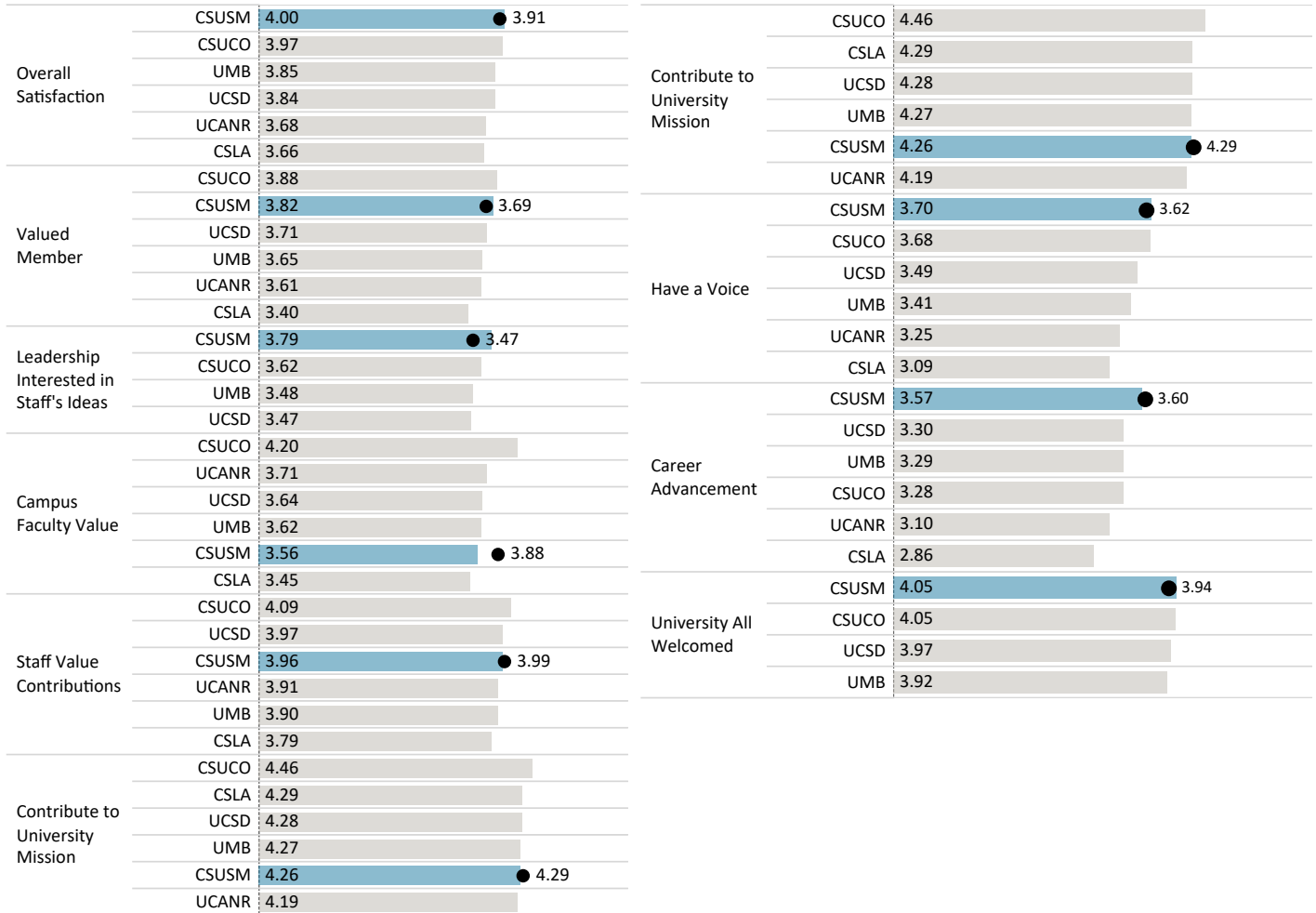
## 2022 - FAS Employee Engagement Survey

### Comparison of Facilities Development and Management - 50000 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).

#### ● Facilities Development and Management - 50000



UC ANR (UC Division of Agriculture & Natural Resources) - Agricultural Experiment Station & UC Cooperative Extension

CSU San Marcos (FAS CSUSM) - Finance & Administrative Services

CSU Chancellor's Office (CSUCO) - Academic & Student Affairs, Audit & Advisory Services, Business & Finance, Human Resources, University Relations & Advancement  
 CAL State LA (CSLA) - President, Provost & VP for Academic Affairs, VP for Admin & CFO, CIO & AVP ITS, VP for Student Life, VP for University Advancement, Auxiliaries

UC San Diego (UCSD) - Academic Affairs, Marine Sciences, Health Sciences, CFO, Student Affairs, Resource Management & Planning, Advancement, Chancellor's Unit, EDI, Research Affairs

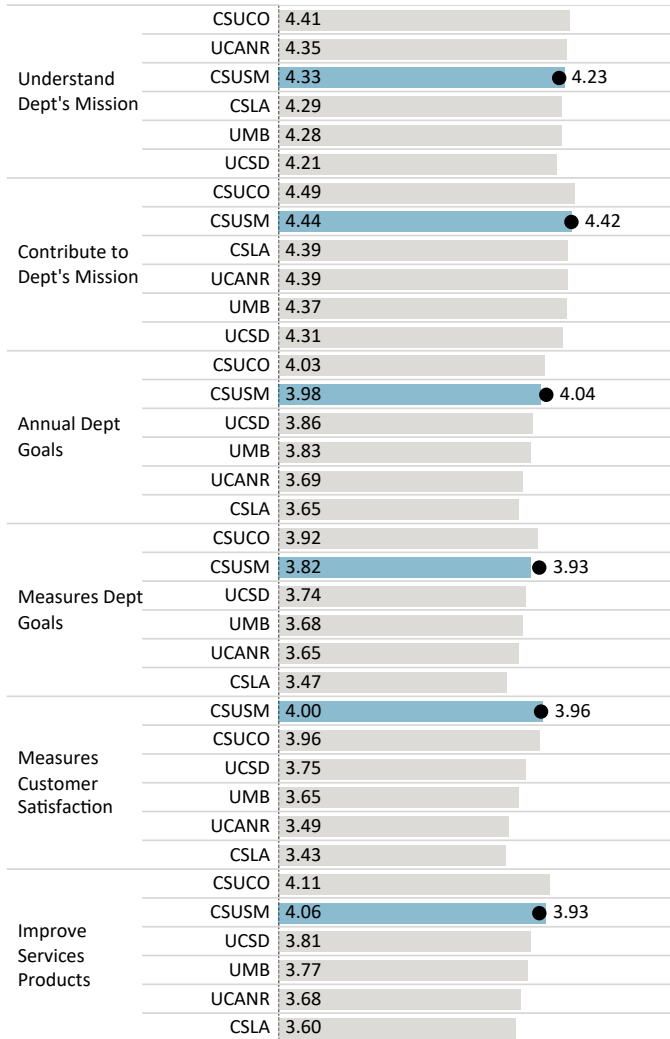
## 2022 - FAS Employee Engagement Survey

### Comparison of Facilities Development and Management - 50000 to other Universities Overall

#### Department - Mission and Goals

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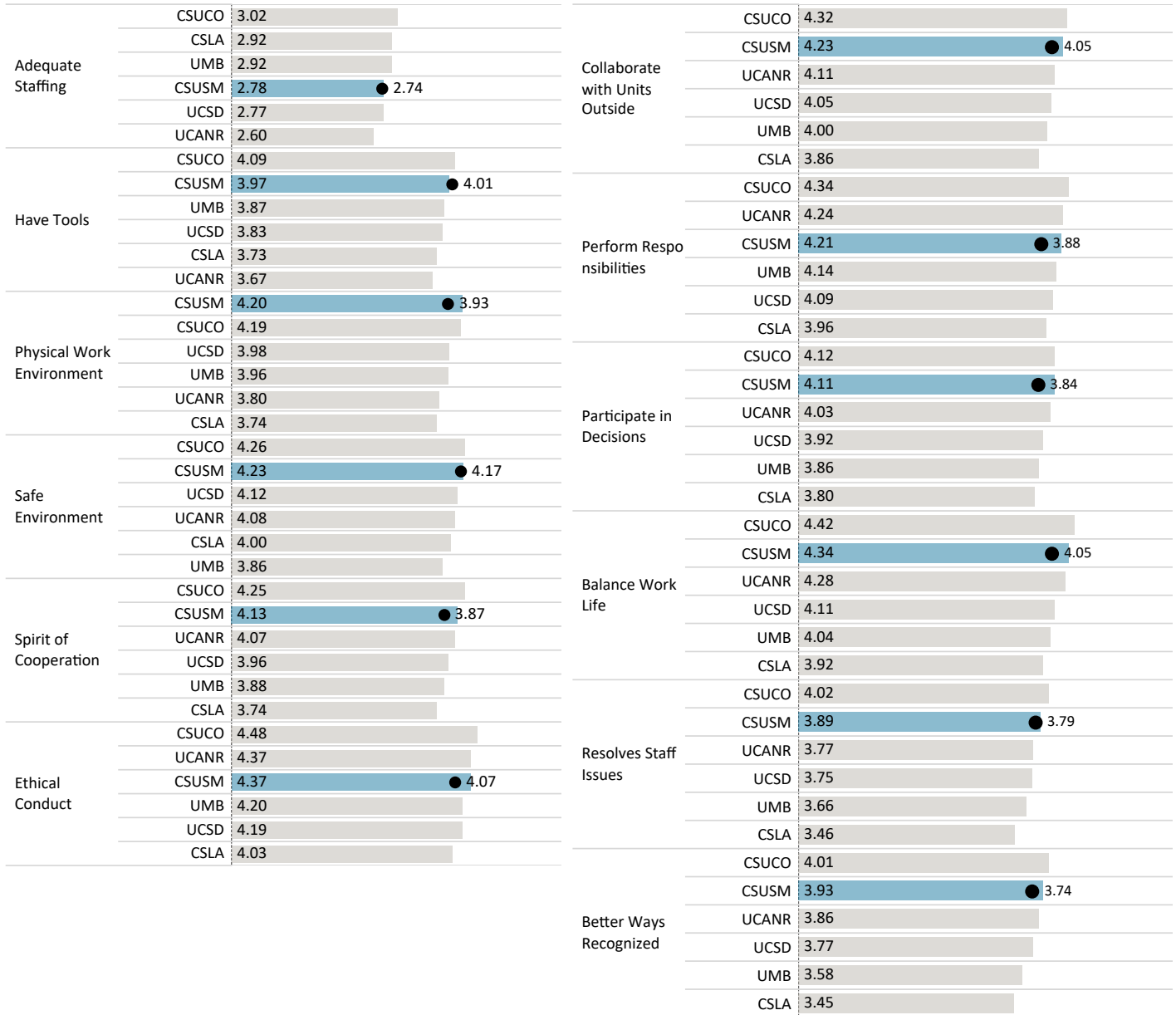
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### Comparison of Facilities Development and Management - 50000 to other Universities Overall

#### Department Effectiveness

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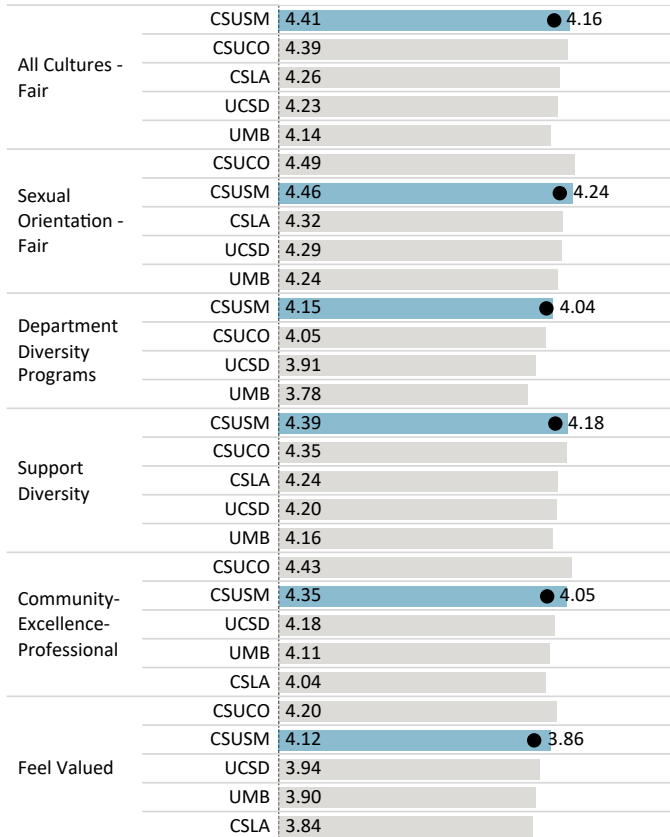
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### Comparison of Facilities Development and Management - 50000 to other Universities Overall

#### Department - Diversity and Climate

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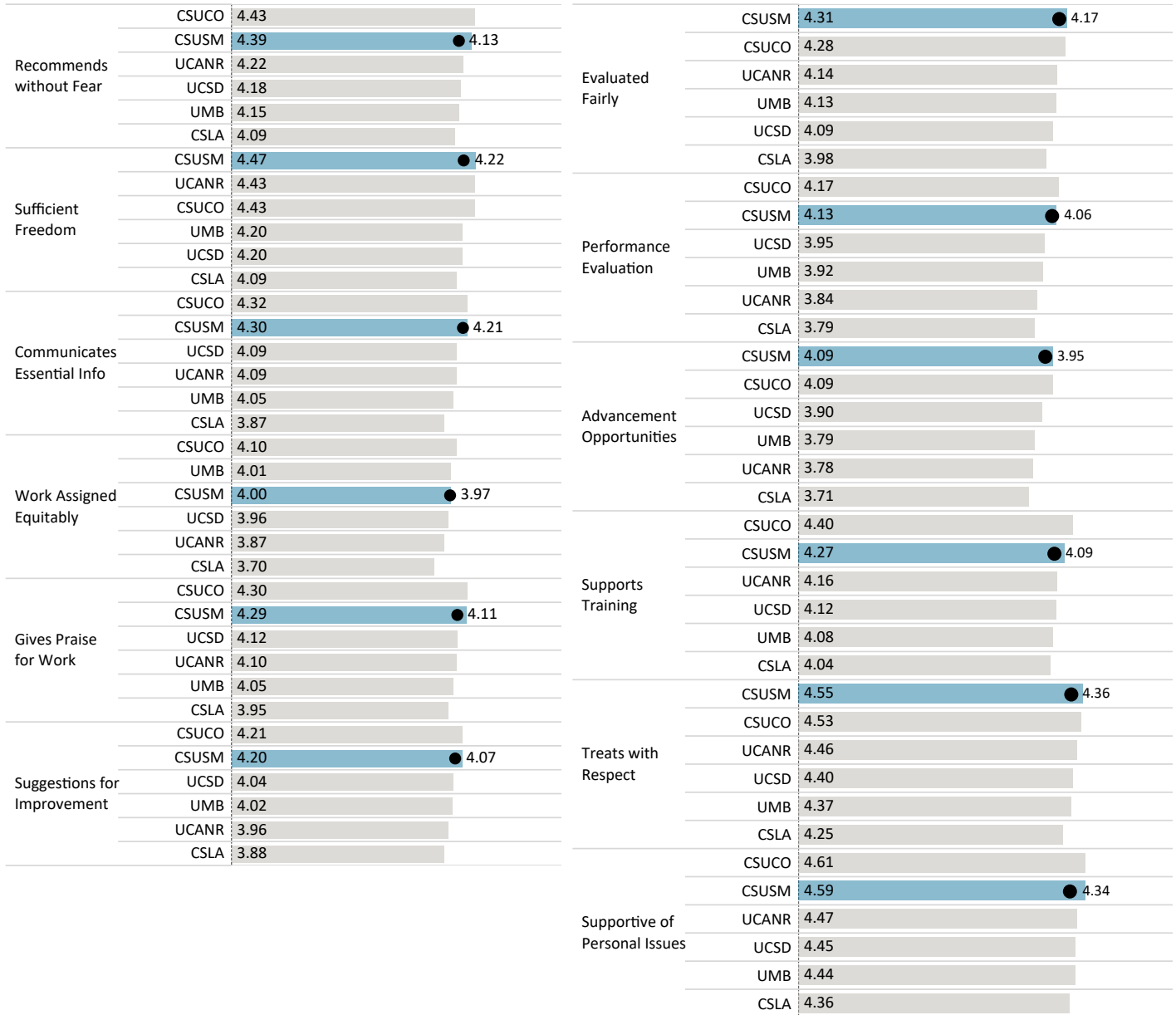
## 2022 - FAS Employee Engagement Survey

### Comparison of Facilities Development and Management - 50000 to other Universities Overall

#### Supervisor Effectiveness

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#### ● Facilities Development and Management - 50000



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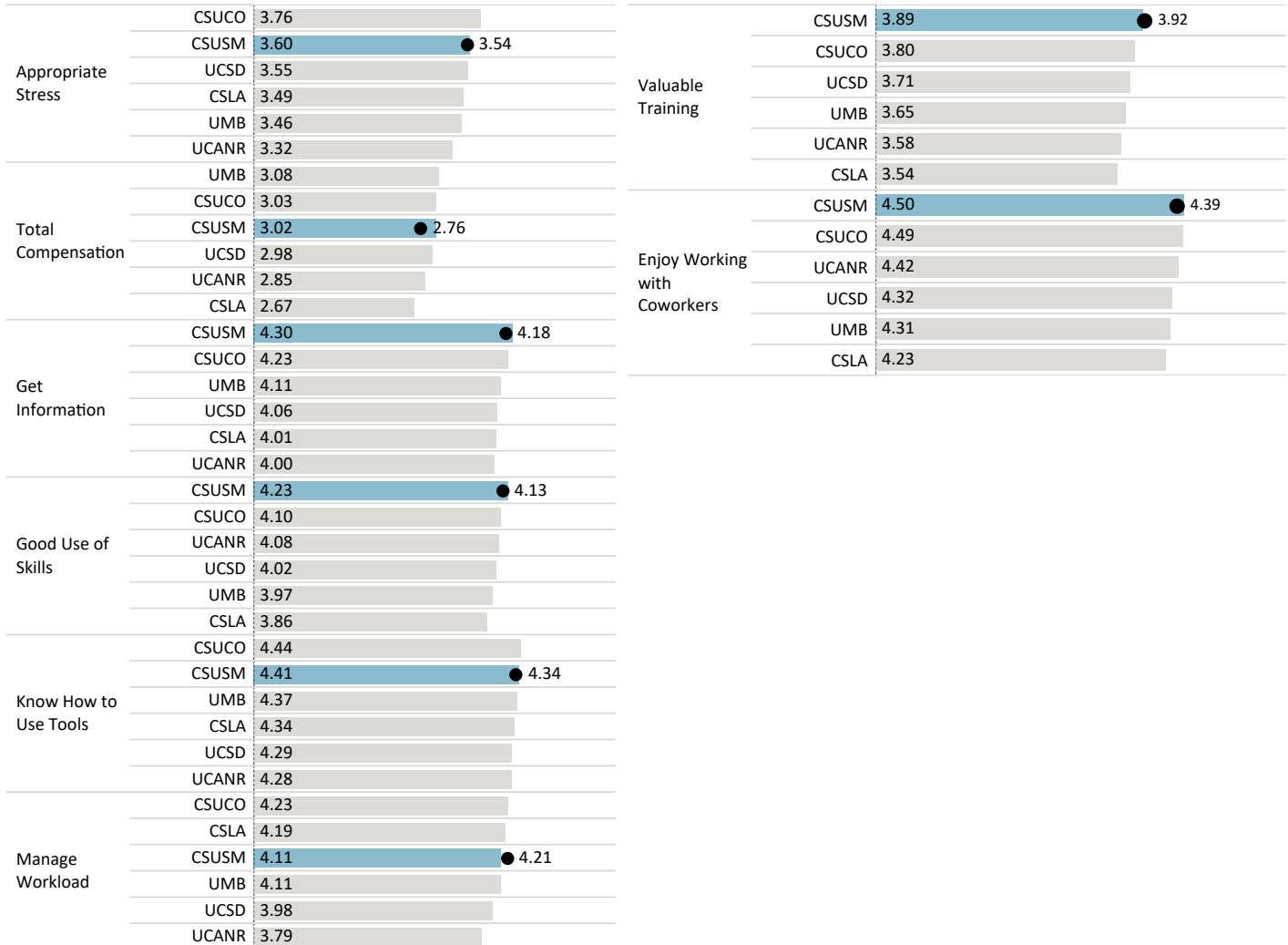
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### Comparison of Facilities Development and Management - 50000 to other Universities Overall

#### Employee Effectiveness

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