2022 - FAS Employee Engagement Survey
Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000

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
57% 8 responses | 14 invited	**88%** 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	Recommends without Fear	1	Faculty Value Contributions	1	Communicates Essential Info	⬆
2	Suggestions for Improvement	2	Total Compensation	2	Gives Praise for Work	⬆
3	Communicates Essential Info	3	Career Advancement	3	Department Diversity Programs	⬆
4	Gives Praise for Work	4	Adequate Staffing	4	Adequate Staffing	⬆
5	Sufficient Freedom	5	Appropriate Stress	5	Total Compensation	⬆

LARGEST DRIVERS OF SATISFACTION

INFLUENTIAL STRENGTHS	PRIMARY OPPORTUNITIES
Better Ways Recognized	Valuable Training
Sexual Orientation - Fair	Measures Dept Goals
Collaborate with Units Outside	Adequate Staffing
Resolves Staff Issues	Measures Customer Satisfaction
Enjoy Working with Coworkers	Improve Services Products

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").
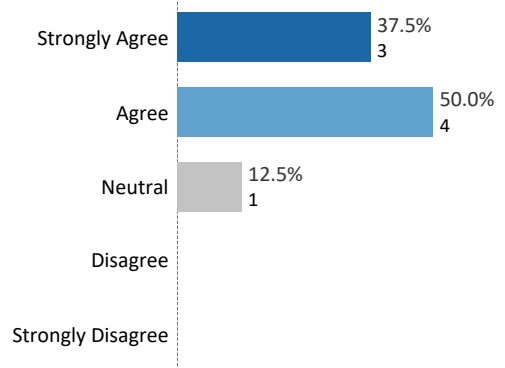
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2022
8 respondents
57% of 14 invited

2021
5 respondents
45% of 11 invited
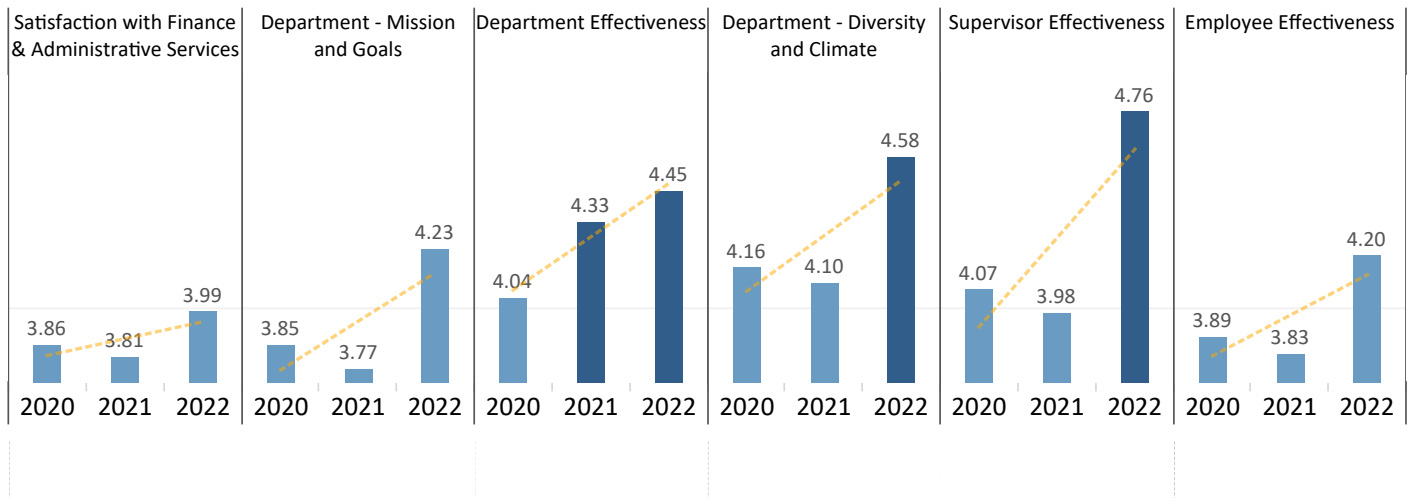
2020
8 respondents
67% of 12 invited

Overall, I am a satisfied FAS employee.

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

Strengths		Opportunities	
37	Recommends without Fear	50	Total Compensation
42	Suggestions for Improvement	17	Adequate Staffing
38	Sufficient Freedom	49	Appropriate Stress
39	Communicates Essential Info	14	Measures Dept Goals
41	Gives Praise for Work	52	Good Use of Skills

Strongly Agree — 37.5% / 3
Agree — 50.0% / 4
Neutral — 12.5% / 1
Disagree
Strongly Disagree

Mean = 4.25, Std Dev = 0.71

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
2020: 3.86 2021: 3.81 2022: 3.99

Department - Mission and Goals
2020: 3.85 2021: 3.77 2022: 4.23

Department Effectiveness
2020: 4.04 2021: 4.33 2022: 4.45

Department - Diversity and Climate
2020: 4.16 2021: 4.10 2022: 4.58

Supervisor Effectiveness
2020: 4.07 2021: 3.98 2022: 4.76

Employee Effectiveness
2020: 3.89 2021: 3.83 2022: 4.20

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

88 eNPS*

(87.5% - 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	2	3
	4										2	2	4
	3								1				1
	2												
	1												
Total									1		3	4	8

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.

*How eNPS Works ▶

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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)

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

⬇ 6   🟡 5   ⬆ 44

Business and Financial Svcs

41 Invited (N)
30 Responded (n)
73% Response Rate

Category	#	Item	2020	2021	2022	Change	2022	●
	1	Overall Satisfaction	4.13	3.80	4.25	⬆	4.27	
	2	Valued Member	3.86	3.40	4.00	⬆	4.07	
	3	Leadership Interested in Staff's Ideas	4.13	3.60	4.13	⬆	4.10	●
Satisfaction with Finance & Administrative Services	4	Faculty Value Contributions	3.33	3.50	3.00	⬇	3.41	
	5	Staff Value Contributions	3.88	3.80	4.00	⬆	4.14	
	6	Understand University Mission	4.13	4.20	4.25	🟡	4.27	
	7	Contributes to FAS Mission	4.13	4.20	4.25	🟡	4.45	
	8	Have a Voice	3.88	4.00	4.00	🟡	4.10	
	9	Career Advancement	3.13	3.40	3.63	⬆	3.66	
	10	University All Welcomed	4.13	4.00	4.13	⬆	4.30	
	11	Understand Dept's Mission	4.13	4.60	4.25	⬇	4.43	
	12	Contributes to Dept's Mission	4.00	4.00	4.25	⬆	4.50	
Department - Mission and Goals	13	Annual Dept Goals	3.75	3.80	4.38	⬆	4.33	●
	14	Measures Dept Goals	3.38	3.20	4.00	⬆	4.10	
	15	Measures Customer Satisfaction	3.88	3.80	4.25	⬆	4.28	
	16	Improve Services Products	4.00	3.20	4.25	⬆	4.41	
	17	Adequate Staffing	2.63	3.00	3.75	⬆	3.53	●
	18	Have Tools	4.00	4.40	4.25	⬇	4.27	
	19	Physical Work Environment	4.13	4.80	4.29	⬇	4.28	●
	20	Safe Environment	4.25	4.75	4.40	⬇	4.22	●
	21	Spirit of Cooperation	3.88	4.00	4.50	⬆	4.53	
	22	Ethical Conduct	4.63	4.40	4.63	⬆	4.63	
	23	Collaborate Well with Coworkers		4.60	4.75	⬆	4.79	
Department Effectiveness	24	Collaborate Well with Supervisor		4.60	4.75	⬆	4.75	
	25	Collaborate with Units Outside	4.38	4.40	4.63	⬆	4.59	●
	26	Perform Responsibilities	4.00	4.40	4.25	⬇	4.37	
	27	Participate in Decisions	3.75	4.20	4.38	⬆	4.48	
	28	Balance Work Life	4.63	4.60	4.63	🟡	4.57	●
	29	Resolves Staff Issues	4.25	4.40	4.57	⬆	4.33	●
	30	Better Ways Recognized	4.00	4.20	4.57	⬆	4.07	●
	31	Department Diversity Programs	3.83	3.80	4.63	⬆	4.34	●
	32	All Cultures - Fair	4.25	4.40	4.63	⬆	4.60	●
Department - Diversity and Climate	33	Sexual Orientation - Fair	4.57	4.40	4.50	⬆	4.54	
	34	Support Diversity	3.88	3.80	4.63	⬆	4.55	●
	35	Treated in a Professional Manner	4.63	4.20	4.75	⬆	4.57	●
	36	Feel Valued	3.75	4.00	4.38	⬆	4.30	●
	37	Recommends without Fear	4.38	4.20	5.00	⬆	4.67	●
	38	Sufficient Freedom	4.25	4.40	4.88	⬆	4.60	●
	39	Communicates Essential Info	4.00	4.00	4.88	⬆	4.57	●
	40	Work Assigned Equitably	3.75	4.00	4.38	⬆	4.03	●
	41	Gives Praise for Work	4.25	4.00	4.88	⬆	4.47	●
	42	Suggestions for Improvement	4.13	4.20	5.00	⬆	4.52	●
Supervisor Effectiveness	43	Evaluated Fairly	3.88	4.00	4.63	⬆	4.27	●
	44	Performance Evaluation	3.63	3.50	4.43	⬆	4.16	●
	45	Advancement Opportunities	3.38		4.75	⬆	4.14	●
	46	Supports Training	3.88	3.60	4.75	⬆	4.30	●
	47	Treats with Respect	4.63	4.20	4.75	⬆	4.63	●
	48	Supportive of Personal Issues	4.75	4.60	4.75	⬆	4.70	●
	49	Appropriate Stress	3.38	3.40	3.88	⬆	3.87	●
	50	Total Compensation	3.00	2.80	3.50	⬆	3.20	●
	51	Get Information	4.38	4.00	4.38	⬆	4.43	
Employee Effectiveness	52	Good Use of Skills	4.13	4.20	4.13	🟡	4.37	
	53	Know How to Use Tools	4.50	4.40	4.63	⬆	4.63	
	54	Manage Workload	4.13	3.80	4.50	⬆	4.50	
	55	Valuable Training	3.38	3.60	4.13	⬆	3.93	●
	56	Enjoy Working with Coworkers	4.25	4.40	4.50	⬆	4.60	

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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	

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 Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000 to other Universities Overall
Satisfaction with Finance & Administrative Services
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● Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000

Overall Satisfaction

CSUSM	4.00	● 4.25
CSUCO	3.97	
UMB	3.85	
UCSD	3.84	
UCANR	3.68	
CSLA	3.66	

Valued Member

CSUCO	3.88	
CSUSM	3.82	● 4.00
UCSD	3.71	
UMB	3.65	
UCANR	3.61	
CSLA	3.40	

Leadership Interested in Staff's Ideas

CSUSM	3.79	● 4.13
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	● 3.00
CSLA	3.45	

Staff Value Contributions

CSUCO	4.09	
UCSD	3.97	
CSUSM	3.96	● 4.00
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	● 4.25
UCANR	4.19	

Contribute to University Mission

CSUCO	4.46	
CSLA	4.29	
UCSD	4.28	
UMB	4.27	
CSUSM	4.26	● 4.25
UCANR	4.19	

Have a Voice

CSUSM	3.70	● 4.00
CSUCO	3.68	
UCSD	3.49	
UMB	3.41	
UCANR	3.25	
CSLA	3.09	

Career Advancement

CSUSM	3.57	● 3.63
UCSD	3.30	
UMB	3.29	
CSUCO	3.28	
UCANR	3.10	
CSLA	2.86	

University All Welcomed

CSUSM	4.05	● 4.13
CSUCO	4.05	
UCSD	3.97	
UMB	3.92	

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
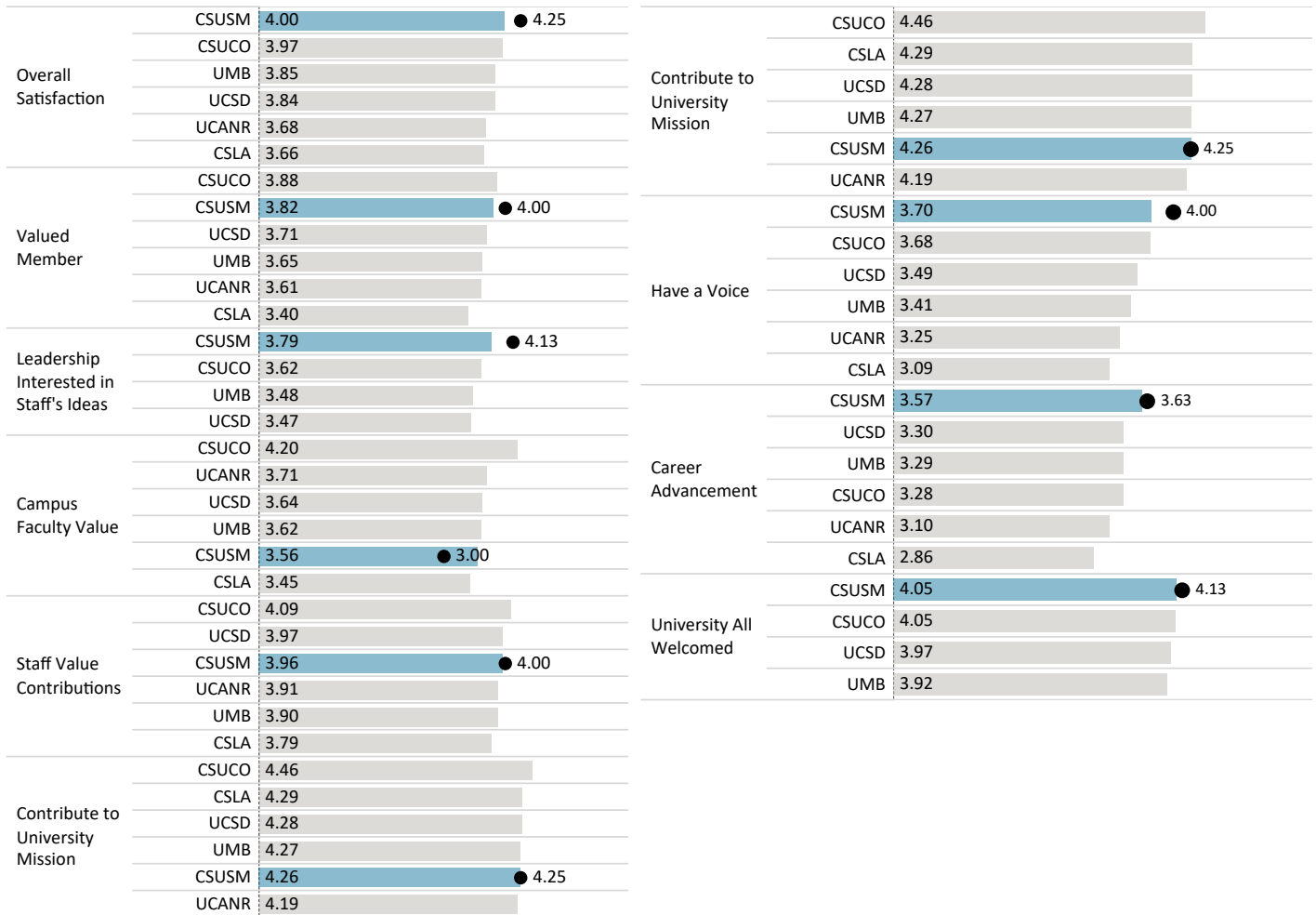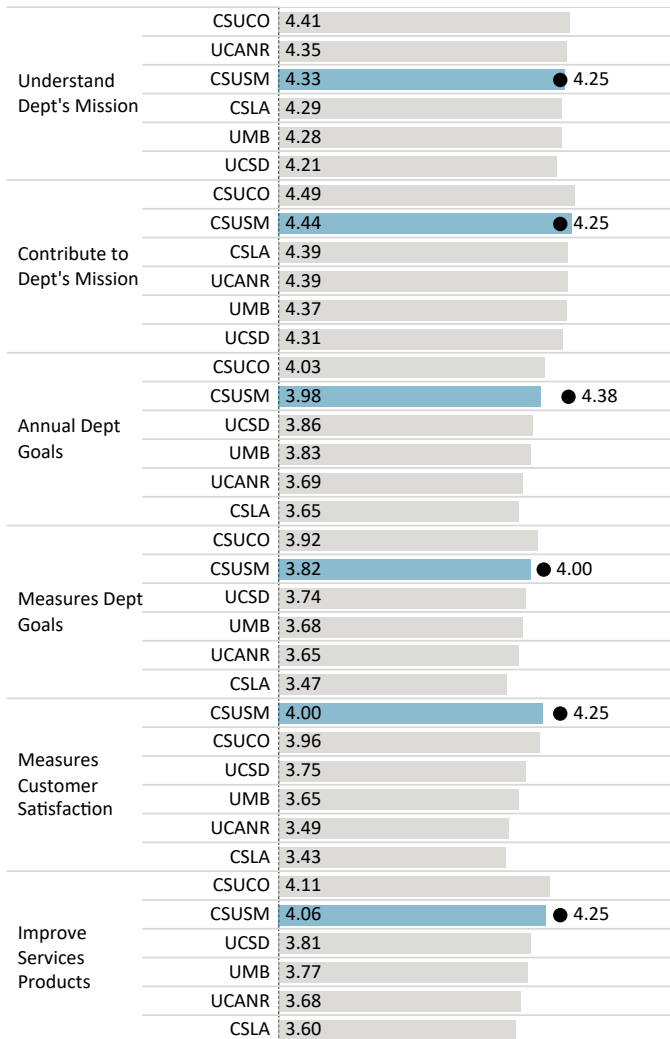
2022 - FAS Employee Engagement Survey

Comparison of Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000 to other Universities Overall
Department - Mission and Goals

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● Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000

Understand Dept's Mission	CSUCO	4.41	
	UCANR	4.35	
	CSUSM	4.33	● 4.25
	CSLA	4.29	
	UMB	4.28	
	UCSD	4.21	
Contribute to Dept's Mission	CSUCO	4.49	
	CSUSM	4.44	● 4.25
	CSLA	4.39	
	UCANR	4.39	
	UMB	4.37	
	UCSD	4.31	
Annual Dept Goals	CSUCO	4.03	
	CSUSM	3.98	● 4.38
	UCSD	3.86	
	UMB	3.83	
	UCANR	3.69	
	CSLA	3.65	
Measures Dept Goals	CSUCO	3.92	
	CSUSM	3.82	● 4.00
	UCSD	3.74	
	UMB	3.68	
	UCANR	3.65	
	CSLA	3.47	
Measures Customer Satisfaction	CSUSM	4.00	● 4.25
	CSUCO	3.96	
	UCSD	3.75	
	UMB	3.65	
	UCANR	3.49	
	CSLA	3.43	
Improve Services Products	CSUCO	4.11	
	CSUSM	4.06	● 4.25
	UCSD	3.81	
	UMB	3.77	
	UCANR	3.68	
	CSLA	3.60	

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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
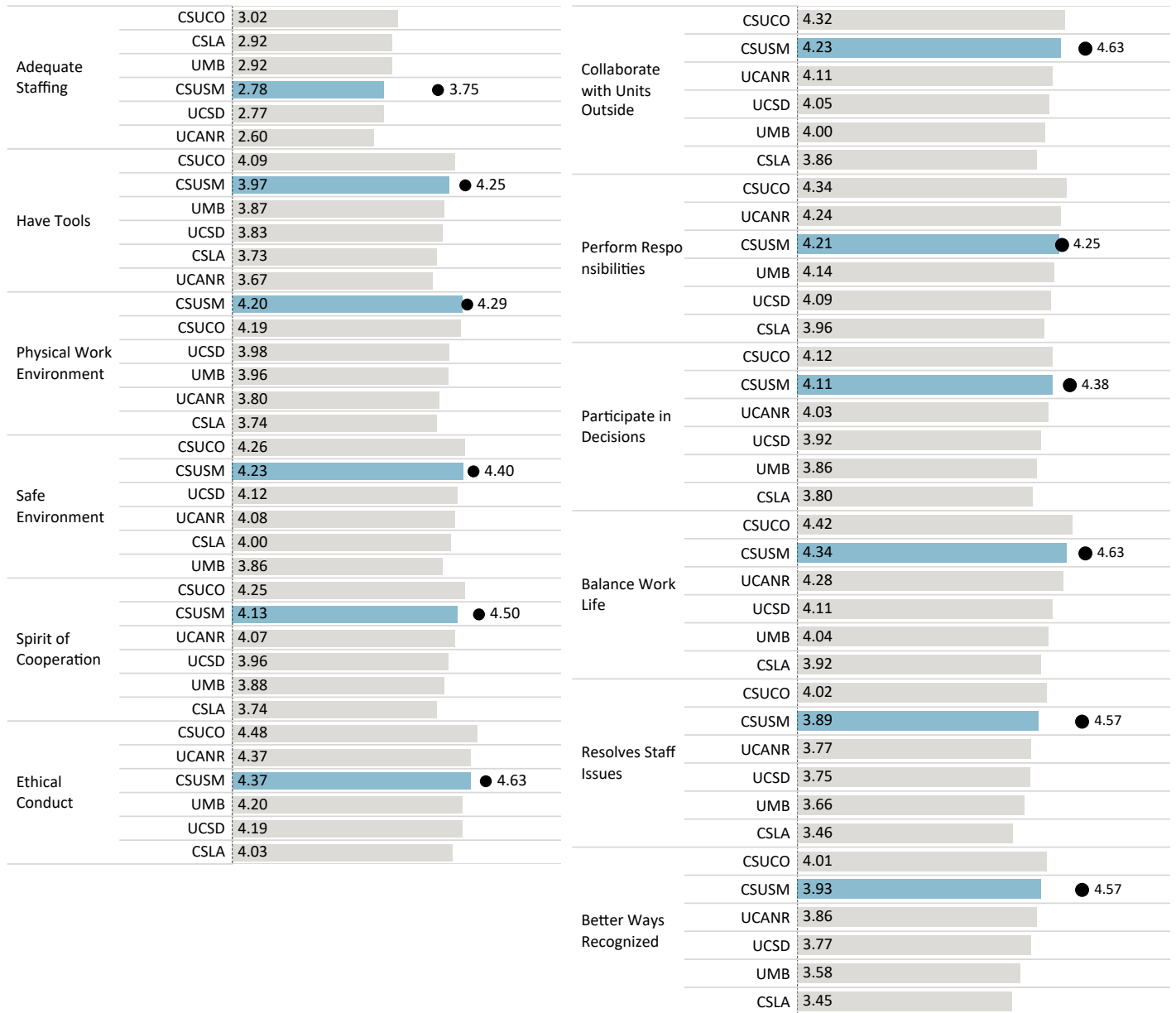
Comparison of Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000 to other Universities Overall
Department Effectiveness

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Adequate Staffing		
CSUCO	3.02	
CSLA	2.92	
UMB	2.92	
CSUSM	2.78	● 3.75
UCSD	2.77	
UCANR	2.60	

Have Tools		
CSUCO	4.09	
CSUSM	3.97	● 4.25
UMB	3.87	
UCSD	3.83	
CSLA	3.73	
UCANR	3.67	

Physical Work Environment		
CSUSM	4.20	● 4.29
CSUCO	4.19	
UCSD	3.98	
UMB	3.96	
UCANR	3.80	
CSLA	3.74	

Safe Environment		
CSUCO	4.26	
CSUSM	4.23	● 4.40
UCSD	4.12	
UCANR	4.08	
CSLA	4.00	
UMB	3.86	

Spirit of Cooperation		
CSUCO	4.25	
CSUSM	4.13	● 4.50
UCANR	4.07	
UCSD	3.96	
UMB	3.88	
CSLA	3.74	

Ethical Conduct		
CSUCO	4.48	
UCANR	4.37	
CSUSM	4.37	● 4.63
UMB	4.20	
UCSD	4.19	
CSLA	4.03	

Collaborate with Units Outside		
CSUCO	4.32	
CSUSM	4.23	● 4.63
UCANR	4.11	
UCSD	4.05	
UMB	4.00	
CSLA	3.86	

Perform Responsibilities		
CSUCO	4.34	
UCANR	4.24	
CSUSM	4.21	● 4.25
UMB	4.14	
UCSD	4.09	
CSLA	3.96	

Participate in Decisions		
CSUCO	4.12	
CSUSM	4.11	● 4.38
UCANR	4.03	
UCSD	3.92	
UMB	3.86	
CSLA	3.80	

Balance Work Life		
CSUCO	4.42	
CSUSM	4.34	● 4.63
UCANR	4.28	
UCSD	4.11	
UMB	4.04	
CSLA	3.92	

Resolves Staff Issues		
CSUCO	4.02	
CSUSM	3.89	● 4.57
UCANR	3.77	
UCSD	3.75	
UMB	3.66	
CSLA	3.46	

Better Ways Recognized		
CSUCO	4.01	
CSUSM	3.93	● 4.57
UCANR	3.86	
UCSD	3.77	
UMB	3.58	
CSLA	3.45	

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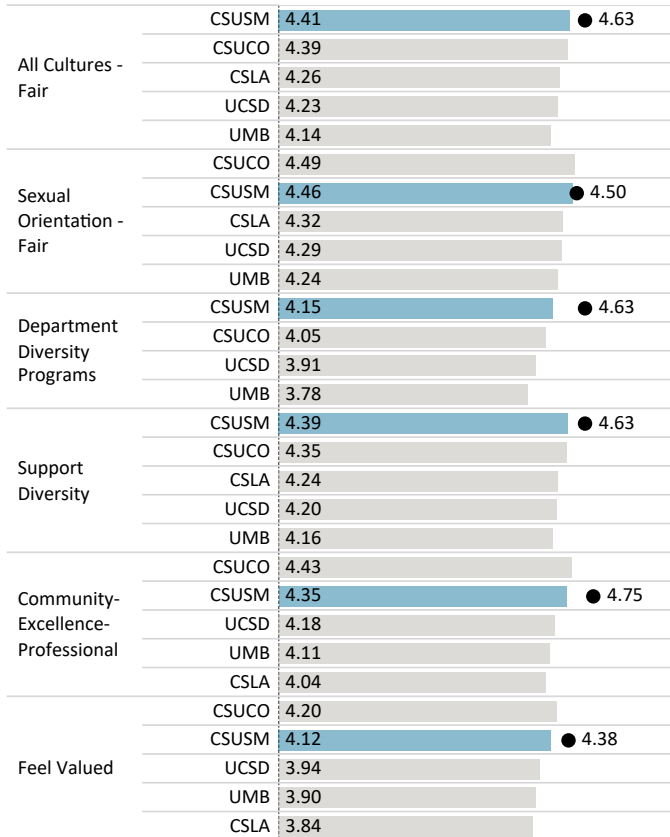
Comparison of Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000 to other Universities Overall
Department - Diversity and Climate

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		Score	Dot
All Cultures - Fair	CSUSM	4.41	● 4.63
	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	● 4.63
	CSUCO	4.05	
	UCSD	3.91	
	UMB	3.78	
Support Diversity	CSUSM	4.39	● 4.63
	CSUCO	4.35	
	CSLA	4.24	
	UCSD	4.20	
	UMB	4.16	
Community-Excellence-Professional	CSUCO	4.43	
	CSUSM	4.35	● 4.75
	UCSD	4.18	
	UMB	4.11	
	CSLA	4.04	
Feel Valued	CSUCO	4.20	
	CSUSM	4.12	● 4.38
	UCSD	3.94	
	UMB	3.90	
	CSLA	3.84	

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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
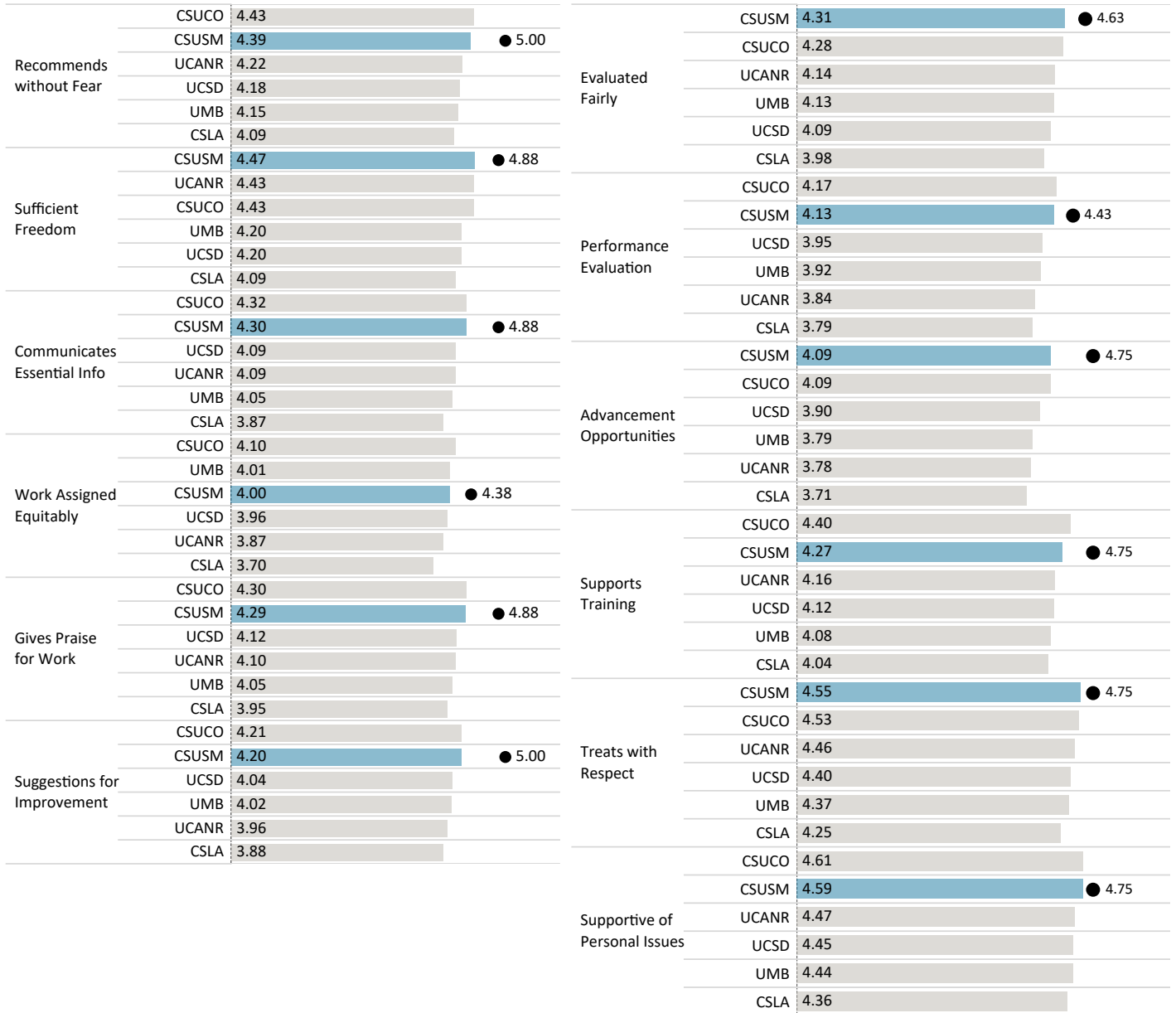
Comparison of Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000 to other Universities Overall

Supervisor 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).

● Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000

Category	University	Score	Dot
Recommends without Fear	CSUCO	4.43	
	CSUSM	4.39	● 5.00
	UCANR	4.22	
	UCSD	4.18	
	UMB	4.15	
	CSLA	4.09	
Sufficient Freedom	CSUSM	4.47	● 4.88
	UCANR	4.43	
	CSUCO	4.43	
	UMB	4.20	
	UCSD	4.20	
	CSLA	4.09	
Communicates Essential Info	CSUCO	4.32	
	CSUSM	4.30	● 4.88
	UCSD	4.09	
	UCANR	4.09	
	UMB	4.05	
	CSLA	3.87	
Work Assigned Equitably	CSUCO	4.10	
	UMB	4.01	
	CSUSM	4.00	● 4.38
	UCSD	3.96	
	UCANR	3.87	
	CSLA	3.70	
Gives Praise for Work	CSUCO	4.30	
	CSUSM	4.29	● 4.88
	UCSD	4.12	
	UCANR	4.10	
	UMB	4.05	
	CSLA	3.95	
Suggestions for Improvement	CSUCO	4.21	
	CSUSM	4.20	● 5.00
	UCSD	4.04	
	UMB	4.02	
	UCANR	3.96	
	CSLA	3.88	

Category	University	Score	Dot
Evaluated Fairly	CSUSM	4.31	● 4.63
	CSUCO	4.28	
	UCANR	4.14	
	UMB	4.13	
	UCSD	4.09	
	CSLA	3.98	
Performance Evaluation	CSUCO	4.17	
	CSUSM	4.13	● 4.43
	UCSD	3.95	
	UMB	3.92	
	UCANR	3.84	
	CSLA	3.79	
Advancement Opportunities	CSUSM	4.09	● 4.75
	CSUCO	4.09	
	UCSD	3.90	
	UMB	3.79	
	UCANR	3.78	
	CSLA	3.71	
Supports Training	CSUCO	4.40	
	CSUSM	4.27	● 4.75
	UCANR	4.16	
	UCSD	4.12	
	UMB	4.08	
	CSLA	4.04	
Treats with Respect	CSUSM	4.55	● 4.75
	CSUCO	4.53	
	UCANR	4.46	
	UCSD	4.40	
	UMB	4.37	
	CSLA	4.25	
Supportive of Personal Issues	CSUCO	4.61	
	CSUSM	4.59	● 4.75
	UCANR	4.47	
	UCSD	4.45	
	UMB	4.44	
	CSLA	4.36	

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

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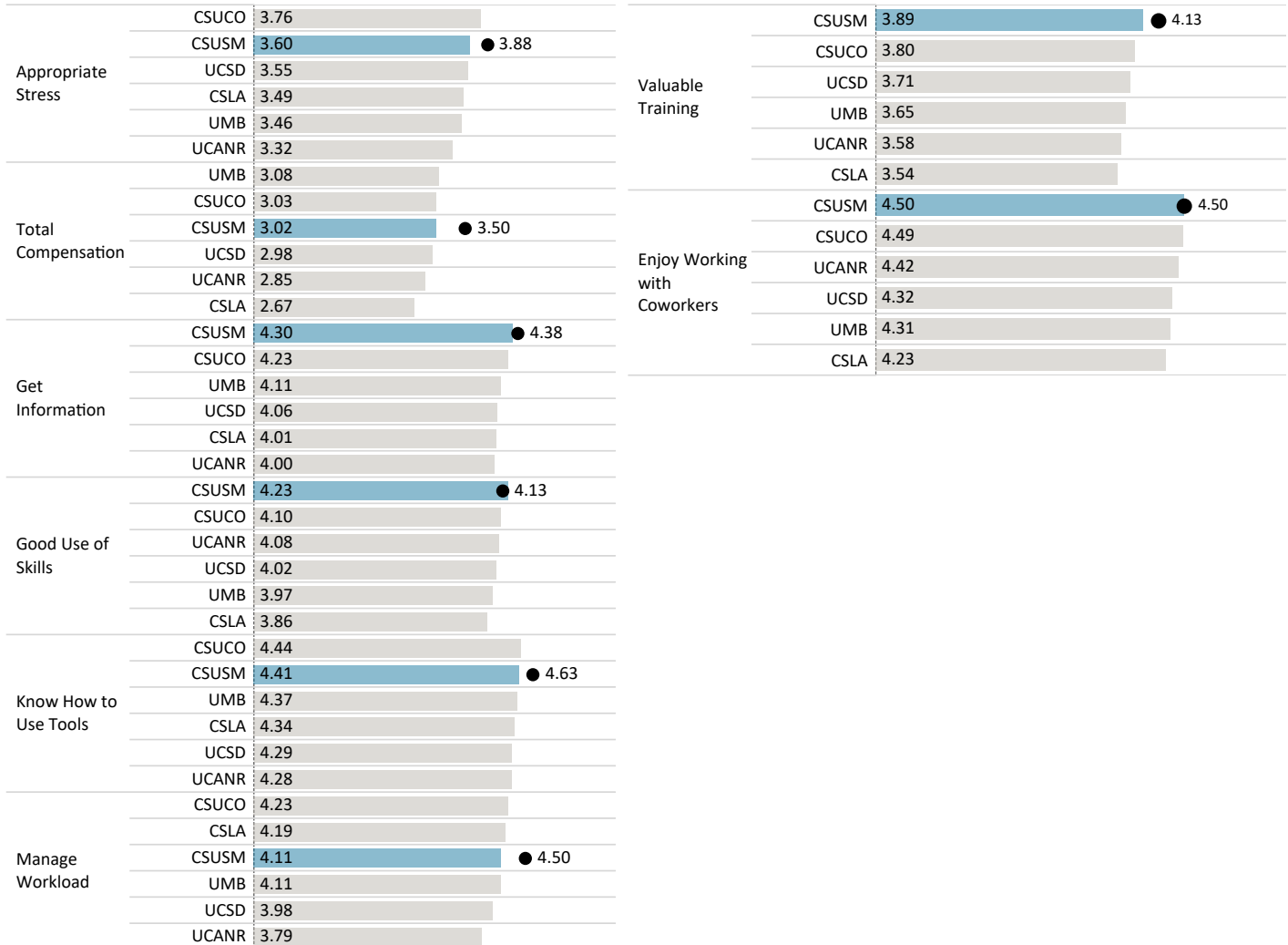
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Comparison of Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000 to other Universities Overall
Employee Effectiveness
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● Fiscal Services and Accounts Payable (includes Auxiliary Operations) - 32000

Category	University	Score		Category	University	Score
Appropriate Stress	CSUCO	3.76		Valuable Training	CSUSM	3.89 ● 4.13
	CSUSM	3.60 ● 3.88			CSUCO	3.80
	UCSD	3.55			UCSD	3.71
	CSLA	3.49			UMB	3.65
	UMB	3.46			UCANR	3.58
	UCANR	3.32			CSLA	3.54
Total Compensation	UMB	3.08		Enjoy Working with Coworkers	CSUSM	4.50 ● 4.50
	CSUCO	3.03			CSUCO	4.49
	CSUSM	3.02 ● 3.50			UCANR	4.42
	UCSD	2.98			UCSD	4.32
	UCANR	2.85			UMB	4.31
	CSLA	2.67			CSLA	4.23
Get Information	CSUSM	4.30 ● 4.38				
	CSUCO	4.23				
	UMB	4.11				
	UCSD	4.06				
	CSLA	4.01				
	UCANR	4.00				
Good Use of Skills	CSUSM	4.23 ● 4.13				
	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 ● 4.63				
	UMB	4.37				
	CSLA	4.34				
	UCSD	4.29				
	UCANR	4.28				
Manage Workload	CSUCO	4.23				
	CSLA	4.19				
	CSUSM	4.11 ● 4.50				
	UMB	4.11				
	UCSD	3.98				
	UCANR	3.79				

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