



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>73%</p> <p>8 responses 11 invited</p>	<p>75%</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 Collaborate Well with Coworkers	1 Total Compensation	1 Participate in Decisions ↑
2 Collaborate Well with Supervisor	2 Faculty Value Contributions	2 Adequate Staffing ↑
3 Sexual Orientation - Fair	3 Adequate Staffing	3 Enjoy Working with Coworkers ↑
4 All Cultures - Fair	4 Career Advancement	4 Leadership Interested in Staff's Ideas ↑
5 Annual Dept Goals	5 Work Assigned Equitably	5 Total Compensation ↑

LARGEST DRIVERS OF SATISFACTION	
INFLUENTIAL STRENGTHS	PRIMARY OPPORTUNITIES
Treated in a Professional Manner	Resolves Staff Issues
Manage Workload	Safe Environment
Contributes to Dept's Mission	Physical Work Environment
Ethical Conduct	Better Ways Recognized
Good Use of Skills	Have Tools

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").



2022 - FAS Employee Engagement Survey

Student Financial Services - 33000

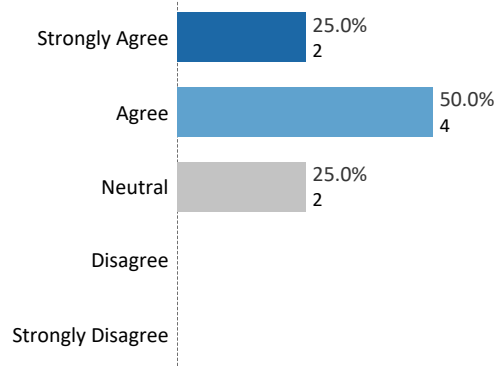
2022
8 respondents
73% of 11 invited

2021 8 respondents
80% of 10 invited
2020 9 respondents
82% of 11 invited

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

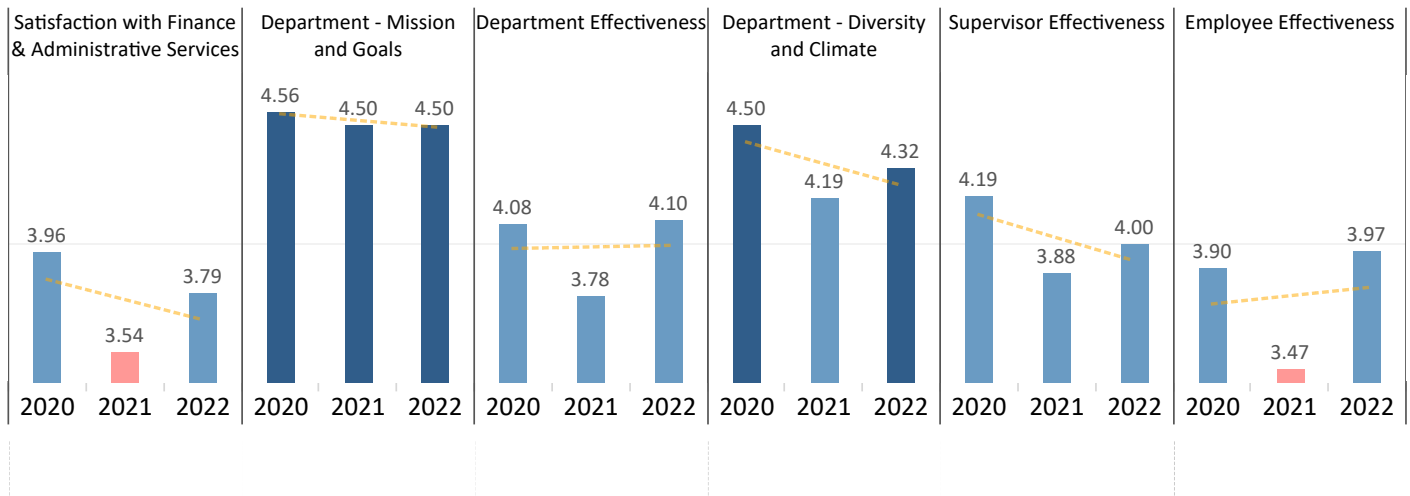
Strengths	Opportunities
23 Collaborate Well with Coworkers	50 Total Compensation
24 Collaborate Well with Supervisor	17 Adequate Staffing
33 Sexual Orientation - Fair	40 Work Assigned Equitably
13 Annual Dept Goals	30 Better Ways Recognized
32 All Cultures - Fair	45 Advancement Opportunities

Overall, I am a satisfied FAS employee.



Mean = 4.00, Std Dev = 0.76

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..."

50 eNPS*
(50.0% - 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											2	2
	4					1	1		1			1	4
	3								2				2
	2												
	1												
Total						1	1		3			3	8

*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

● 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

↓ 2 ● 18 ↑ 35

Business and Financial Svcs

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

		2020	2021	2022		2022
	1 Overall Satisfaction	4.22	3.63	4.00	→	4.27
	2 Valued Member	3.89	3.38	3.50	→	4.07
	3 Leadership Interested in Staff's Ideas	3.89	3.25	3.75	→	4.10
Satisfaction with Finance & Administrative Services	4 Faculty Value Contributions	3.20	2.80	2.80	●	3.41
	5 Staff Value Contributions	3.89	3.75	4.14	→	4.14
	6 Understand University Mission	4.33	4.14	4.13	●	4.27
	7 Contributes to FAS Mission	4.44	3.86	4.14	→	4.45
	8 Have a Voice	3.89	3.29	3.75	→	4.10
	9 Career Advancement	3.22	3.17	3.25	●	3.66
	10 University All Welcomed	4.56	4.00	4.38	→	4.30
Department - Mission and Goals	11 Understand Dept's Mission	4.44	4.43	4.38	●	4.43
	12 Contributes to Dept's Mission	4.44	4.43	4.50	●	4.50
	13 Annual Dept Goals	4.56	4.57	4.63	●	4.33
	14 Measures Dept Goals	4.44	4.57	4.50	●	4.10
	15 Measures Customer Satisfaction	4.78	4.43	4.50	●	4.28
	16 Improve Services Products	4.67	4.57	4.50	●	4.41
	17 Adequate Staffing	2.50	2.00	2.88	→	3.53
	18 Have Tools	4.11	3.71	3.88	→	4.27
	19 Physical Work Environment	4.22	4.00	4.00	●	4.28
Department Effectiveness	20 Safe Environment	4.56	3.40	4.00	→	4.22
	21 Spirit of Cooperation	3.89	3.57	4.38	→	4.53
	22 Ethical Conduct	4.33	4.29	4.50	→	4.63
	23 Collaborate Well with Coworkers		4.29	4.67	→	4.79
	24 Collaborate Well with Supervisor		4.29	4.67	→	4.75
	25 Collaborate with Units Outside	4.33	4.14	4.38	→	4.59
	26 Perform Responsibilities	4.33	3.86	4.00	→	4.37
	27 Participate in Decisions	4.11	3.43	4.43	→	4.48
	28 Balance Work Life	4.22	4.00	4.38	→	4.57
	29 Resolves Staff Issues	4.11	4.00	4.00	●	4.33
	30 Better Ways Recognized	4.11	3.86	3.43	←	4.07
Department - Diversity and Climate	31 Department Diversity Programs	4.44	4.14	4.14	●	4.34
	32 All Cultures - Fair	4.56	4.43	4.63	→	4.60
	33 Sexual Orientation - Fair	4.56	4.29	4.67	→	4.54
	34 Support Diversity	4.56	4.29	4.43	→	4.55
	35 Treated in a Professional Manner	4.44	4.29	4.38	●	4.57
	36 Feel Valued	4.44	3.71	3.75	●	4.30
	37 Recommends without Fear	4.33	4.29	4.38	●	4.67
	38 Sufficient Freedom	4.56	4.14	4.25	→	4.60
	39 Communicates Essential Info	4.22	4.43	4.38	●	4.57
Supervisor Effectiveness	40 Work Assigned Equitably	4.11	3.14	3.25	→	4.03
	41 Gives Praise for Work	3.89	3.71	3.63	●	4.47
	42 Suggestions for Improvement	4.33	3.86	4.00	→	4.52
	43 Evaluated Fairly	4.11	3.86	3.75	↓	4.27
	44 Performance Evaluation	4.44	3.71	4.00	→	4.16
	45 Advancement Opportunities	3.78	3.33	3.43	→	4.14
	46 Supports Training	4.00	3.50	4.13	→	4.30
	47 Treats with Respect	4.11	4.14	4.38	→	4.63
	48 Supportive of Personal Issues	4.44	4.29	4.38	●	4.70
Employee Effectiveness	49 Appropriate Stress	3.56	2.86	3.50	→	3.87
	50 Total Compensation	3.00	2.14	2.50	→	3.20
	51 Get Information	4.11	4.00	4.25	→	4.43
	52 Good Use of Skills	4.11	4.14	4.50	→	4.37
	53 Know How to Use Tools	4.44	4.14	4.50	→	4.63
	54 Manage Workload	4.00	3.14	4.38	→	4.50
	55 Valuable Training	3.75	3.33	3.50	→	3.93
	56 Enjoy Working with Coworkers	4.25	4.00	4.63	→	4.60



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Student Financial Services - 33000

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.						
Department - Diversity and Climate	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.						
	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.						
Supervisor Effectiveness	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.						
	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.						
Employee Effectiveness	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.						
enPS	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?						

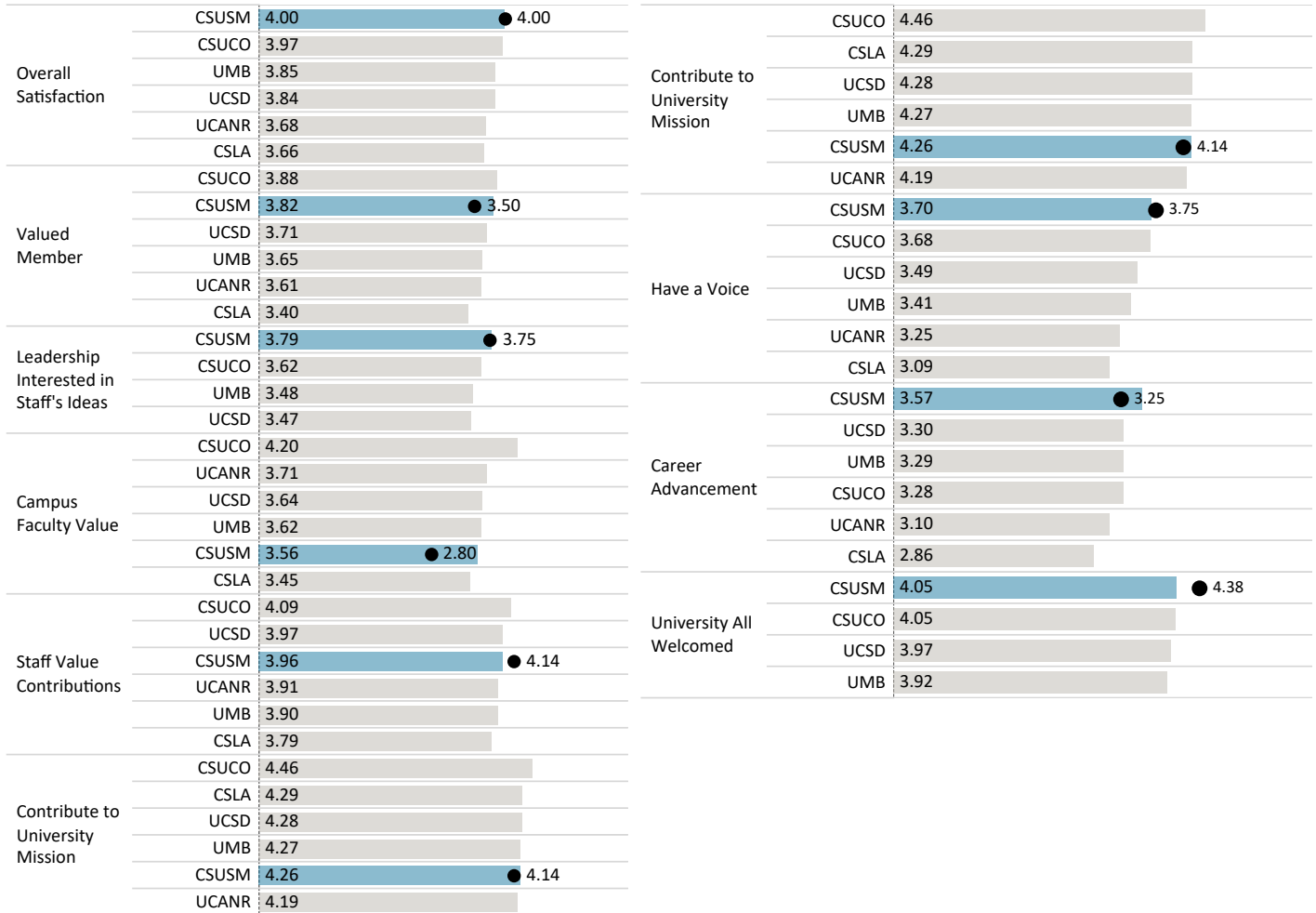
2022 - FAS Employee Engagement Survey

Comparison of Student Financial Services - 33000 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).

● Student Financial Services - 33000



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

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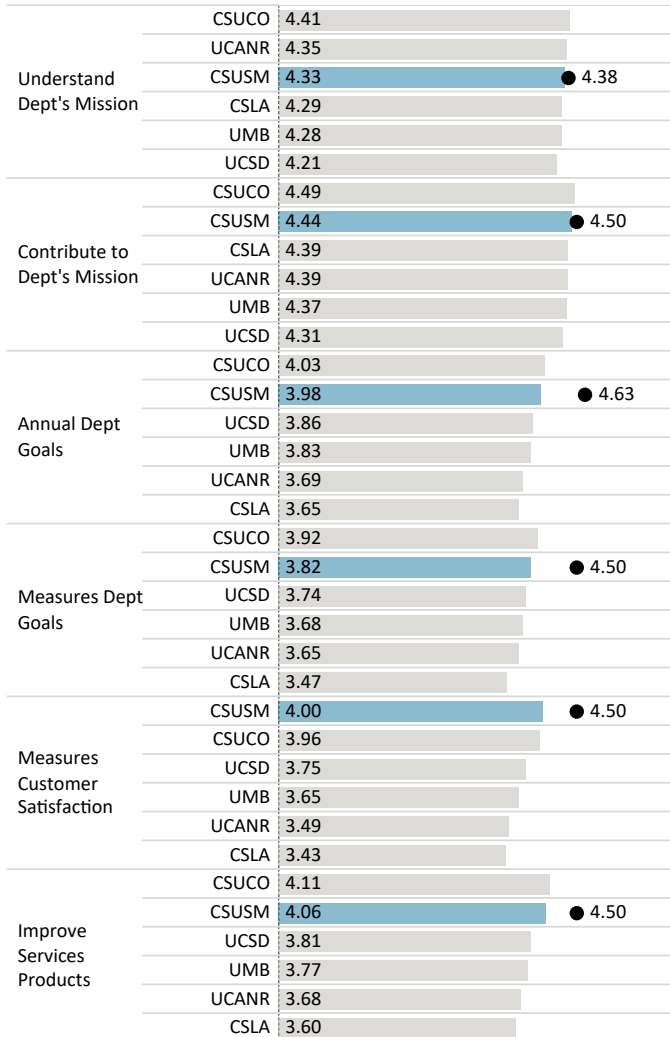
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Department - Mission and Goals

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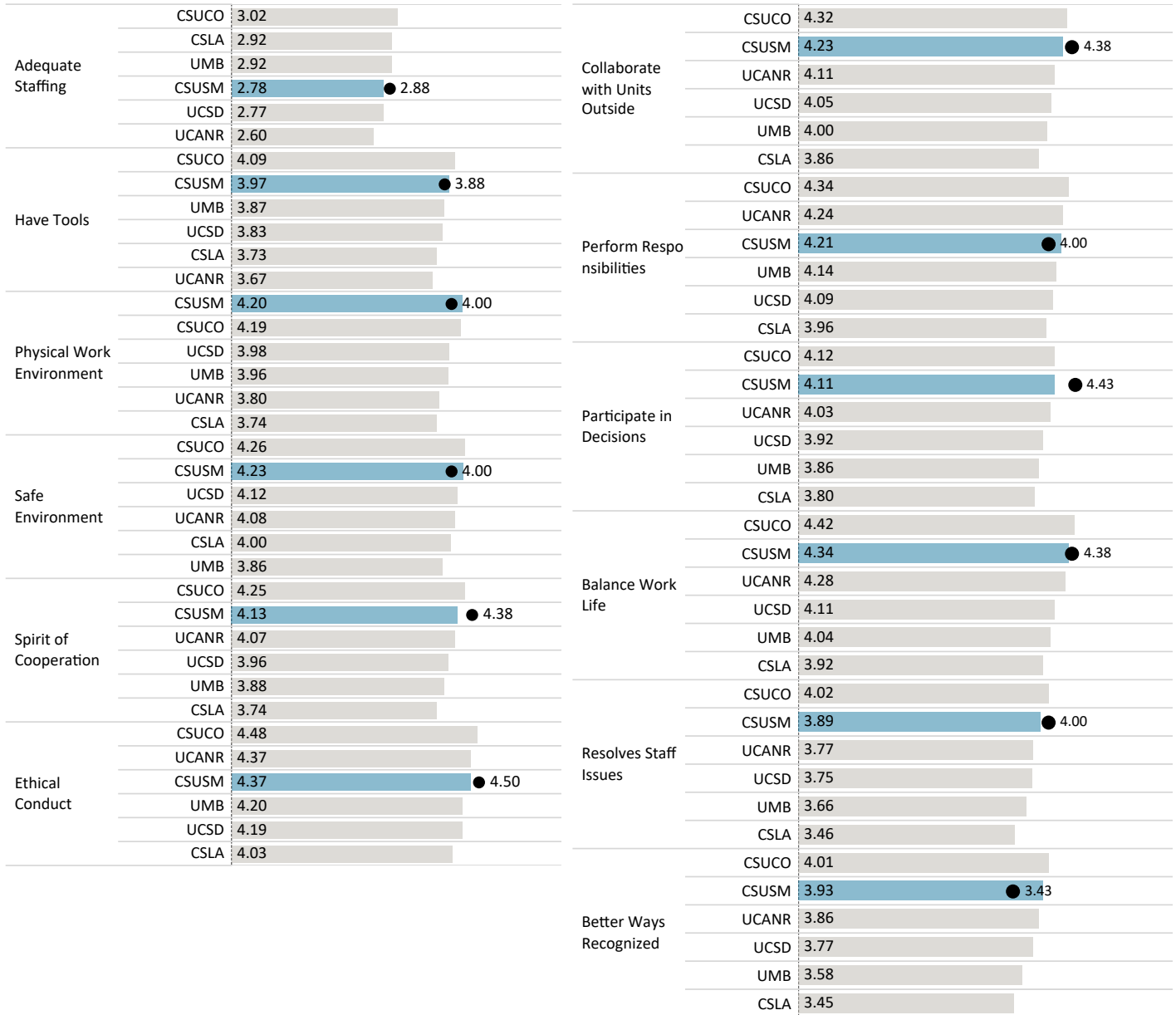
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Department Effectiveness

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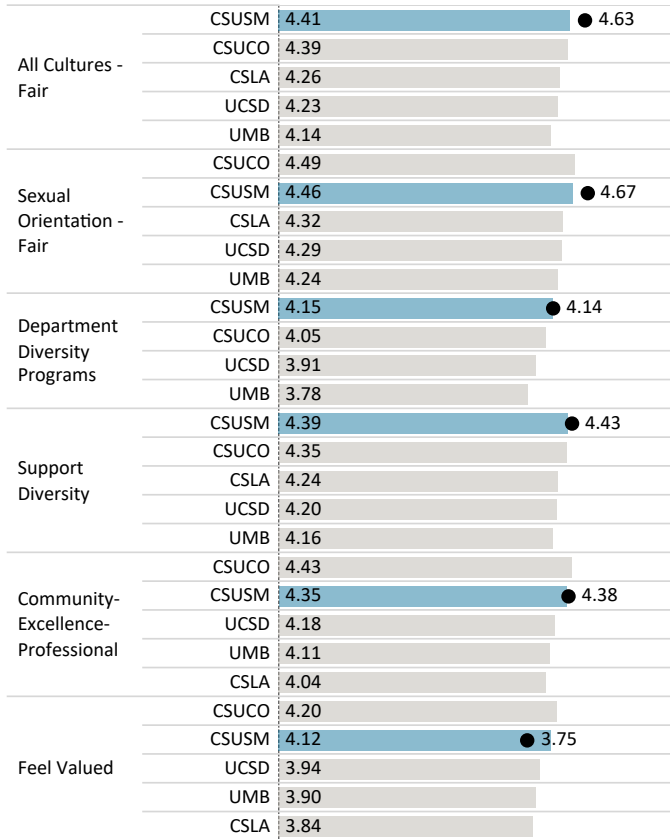
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Department - Diversity and Climate

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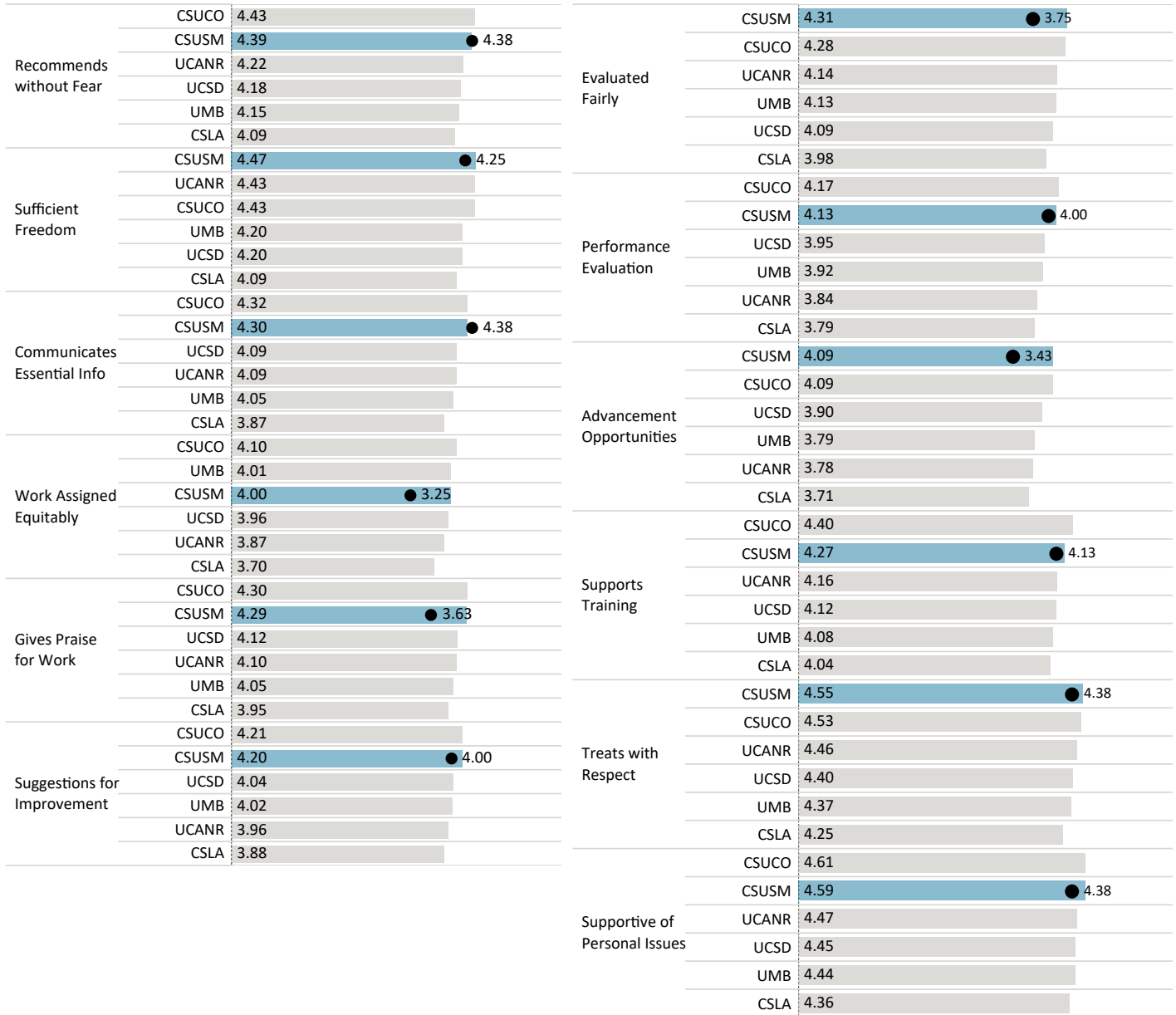
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Supervisor Effectiveness

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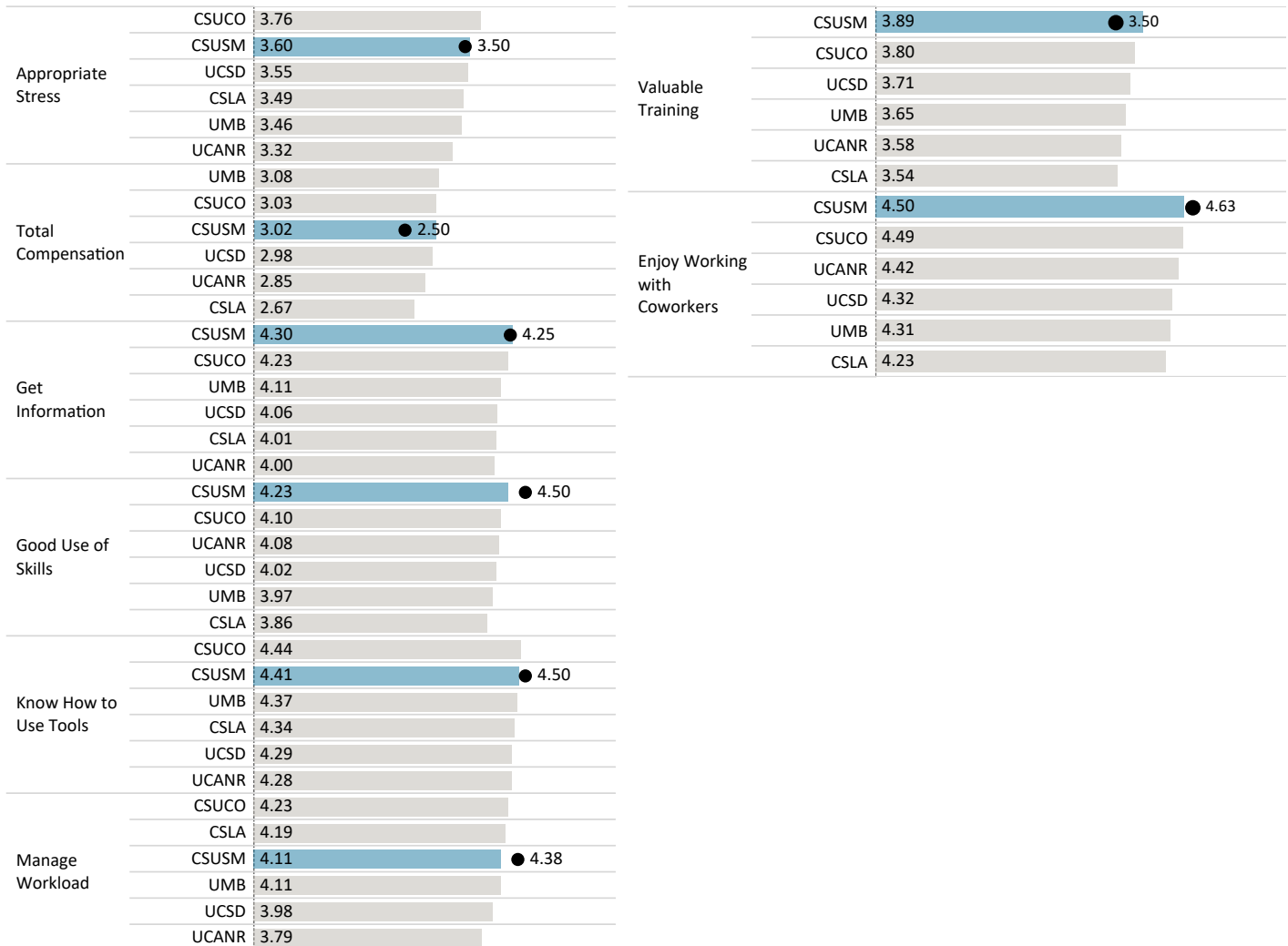
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Employee Effectiveness

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