



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 |
|--------------------------------|---|---|---|
| 63% 5 responses 8 invited | 40% 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 Collaborate Well with Coworkers | 1 Adequate Staffing | 1 Adequate Staffing ↓ |
| 2 Collaborate Well with Supervisor | 2 Faculty Value Contributions | 2 Leadership Interested in Staff's Ideas ↑ |
| 3 Collaborate with Units Outside | 3 Appropriate Stress | 3 Work Assigned Equitably ↑ |
| 4 Gives Praise for Work | 4 Have Tools | 4 Total Compensation ↓ |
| 5 Suggestions for Improvement | 5 Total Compensation | 5 Measures Customer Satisfaction ↑ |

| LARGEST DRIVERS OF SATISFACTION | |
|---------------------------------|-----------------------|
| INFLUENTIAL STRENGTHS | PRIMARY OPPORTUNITIES |
| Communicates Essential Info | Adequate Staffing |
| Evaluated Fairly | Appropriate Stress |
| Recommends without Fear | Have Tools |
| Sufficient Freedom | Total Compensation |
| Work Assigned Equitably | Manage Workload |

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").

1 Survey and analytics powered by Tritonlytics™ Organizational Assessments and Strategy, UC San Diego



2022 - FAS Employee Engagement Survey Procurement and Contracts - 42000

2022
5 respondents
63% of 8 invited

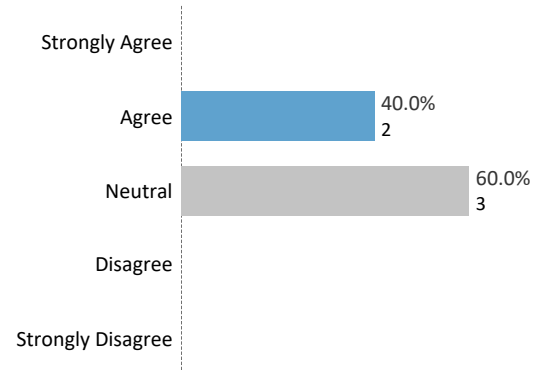
*2021 2 respondents
29% of 7 invited
2020 7 respondents
78% of 9 invited

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

| Strengths | Opportunities |
|-------------------------------------|-----------------------|
| 23 Collaborate Well with Coworkers | 17 Adequate Staffing |
| 24 Collaborate Well with Supervisor | 49 Appropriate Stress |
| 25 Collaborate with Units Outside | 18 Have Tools |
| 41 Gives Praise for Work | 50 Total Compensation |
| 42 Suggestions for Improvement | 54 Manage Workload |

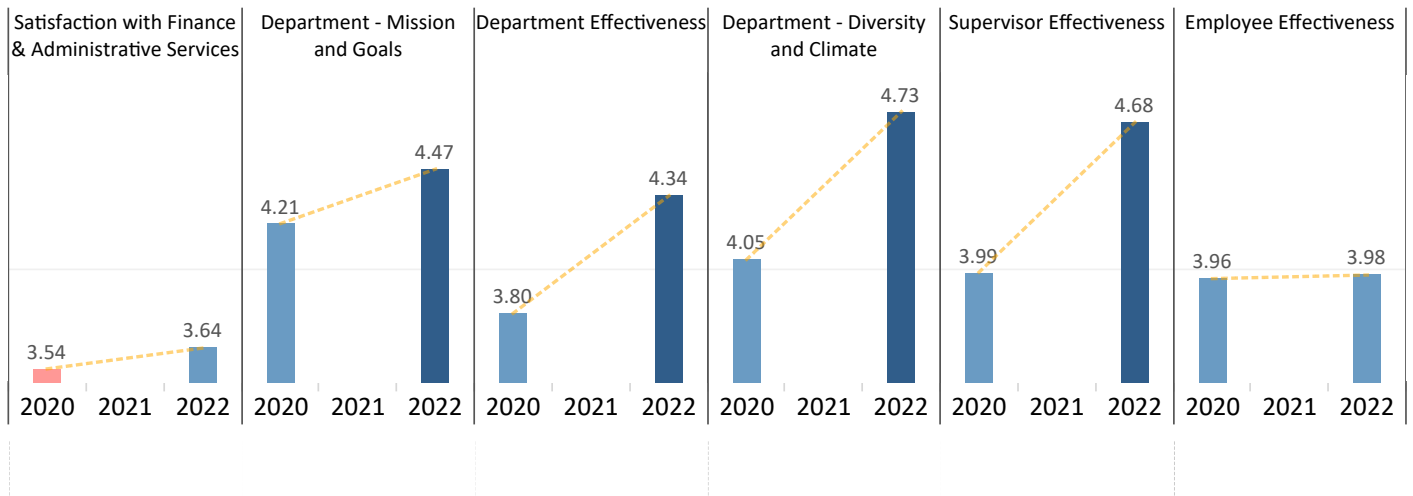
* Data is included only for years with 5 or more respondents

Overall, I am a satisfied FAS employee.



Mean = 3.40, Std Dev = 0.55

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..."

40 eNPS*
(40.0% - 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 | | | | | | | | | | | | | |
| | 4 | | | | | | | | | | 1 | 1 | 2 | |
| | 3 | | | 1 | | | 1 | | | 1 | | | 3 | |
| | 2 | | | | | | | | | | | | | |
| | 1 | | | | | | | | | | | | | |
| Total | | | | 1 | | | 1 | | | 1 | 1 | 1 | 5 | |

*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.



2022 - FAS Employee Engagement Survey

Procurement and Contracts - 42000

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 FAS Admin (rounded to two decimal places)

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

↓ 27 ● 6 ↑ 22

FAS Admin

29 Invited (N)

25 Responded (n)

86% Response Rate

| | | 2020 | 2022 | | 2022 |
|--|--|------------------------|------|------|------|
| * Data is included only for years with 5 or more respondents | | | | | |
| | 1 Overall Satisfaction | 3.86 | 3.40 | ↓ | 4.16 |
| | 2 Valued Member | 3.43 | | → | 4.35 |
| | 3 Leadership Interested in Staff's Ideas | 3.57 | 4.00 | → | 4.36 |
| Satisfaction with Finance & Administrative Services | 4 Faculty Value Contributions | 2.86 | 2.40 | → | 3.24 |
| | 5 Staff Value Contributions | 3.71 | 3.60 | → | 4.04 |
| | 6 Understand University Mission | 4.14 | 4.20 | → | 4.36 |
| | 7 Contributes to FAS Mission | 4.14 | 4.40 | → | 4.48 |
| | 8 Have a Voice | 3.57 | 3.40 | → | 4.16 |
| | 9 Career Advancement | 2.71 | 3.20 | ↓ | 3.84 |
| | 10 University All Welcomed | 3.71 | 3.80 | ↓ | 4.24 |
| | 11 Understand Dept's Mission | 4.43 | 4.80 | ↓ | 4.72 |
| | 12 Contributes to Dept's Mission | 4.43 | 4.80 | → | 4.64 |
| Department - Mission and Goals | 13 Annual Dept Goals | 4.29 | 4.20 | ↓ | 4.52 |
| | 14 Measures Dept Goals | 4.00 | 4.00 | ↓ | 4.25 |
| | 15 Measures Customer Satisfaction | 4.00 | 4.40 | → | 4.28 |
| | 16 Improve Services Products | 4.14 | 4.60 | ↓ | 4.52 |
| | 17 Adequate Staffing | 2.14 | 1.80 | ↓ | 3.44 |
| Department Effectiveness | 18 Have Tools | 3.29 | 3.00 | ● | 4.16 |
| | 19 Physical Work Environment | 3.71 | 4.00 | ● | 4.24 |
| | 20 Safe Environment | 4.00 | 4.67 | ↓ | 4.64 |
| | 21 Spirit of Cooperation | 4.29 | 4.60 | ↓ | 4.56 |
| | 22 Ethical Conduct | 4.43 | 4.60 | ↓ | 4.56 |
| | 23 Collaborate Well with Coworkers | | 5.00 | → | 4.62 |
| | 25 Collaborate with Units Outside | 4.43 | 5.00 | ● | 4.70 |
| | 26 Perform Responsibilities | 4.00 | 4.80 | ● | 4.79 |
| | 27 Participate in Decisions | 3.71 | 4.60 | → | 4.52 |
| | 28 Balance Work Life | 3.86 | 4.60 | → | 4.58 |
| | 29 Resolves Staff Issues | 4.00 | 4.60 | → | 4.44 |
| | 30 Better Ways Recognized | 3.71 | 4.80 | → | 4.13 |
| | 31 Department Diversity Programs | 3.71 | 4.40 | → | 4.46 |
| | Department - Diversity and Climate | 32 All Cultures - Fair | 3.86 | 4.80 | ↓ |
| 33 Sexual Orientation - Fair | | 4.43 | 4.80 | ↓ | 4.72 |
| 34 Support Diversity | | 4.14 | 4.80 | ↓ | 4.83 |
| 35 Treated in a Professional Manner | | 4.29 | 4.80 | ↓ | 4.76 |
| 36 Feel Valued | | 3.86 | 4.80 | ↓ | 4.68 |
| 37 Recommends without Fear | | 4.14 | 4.80 | ↓ | 4.52 |
| Supervisor Effectiveness | 38 Sufficient Freedom | 4.43 | 4.80 | ↓ | 4.80 |
| | 39 Communicates Essential Info | 4.43 | 4.80 | ↓ | 4.84 |
| | 40 Work Assigned Equitably | 3.86 | 4.80 | → | 4.56 |
| | 41 Gives Praise for Work | 4.14 | 5.00 | → | 4.32 |
| | 42 Suggestions for Improvement | 4.00 | 5.00 | ● | 4.68 |
| | 43 Evaluated Fairly | 3.71 | 4.80 | ● | 4.50 |
| | 44 Performance Evaluation | 3.57 | 4.60 | ↓ | 4.44 |
| | 45 Advancement Opportunities | 3.29 | 4.00 | ● | 4.20 |
| | 46 Supports Training | 3.57 | 4.40 | ● | 4.40 |
| | 47 Treats with Respect | 4.29 | 4.60 | → | 4.72 |
| Employee Effectiveness | 48 Supportive of Personal Issues | 4.43 | 4.60 | ↓ | 4.68 |
| | 49 Appropriate Stress | 3.17 | 2.60 | ↓ | 4.80 |
| | 50 Total Compensation | 3.17 | 3.00 | ↓ | 3.72 |
| | 51 Get Information | 4.33 | 4.60 | → | 3.24 |
| | 52 Good Use of Skills | 4.17 | 4.60 | → | 4.48 |
| | 53 Know How to Use Tools | 4.33 | 4.60 | → | 4.52 |
| | 54 Manage Workload | 4.00 | 3.60 | ↓ | 4.60 |
| | 55 Valuable Training | 4.00 | 4.00 | → | 4.00 |
| | 56 Enjoy Working with Coworkers | 4.50 | 4.80 | ↓ | 4.21 |



2022 - FAS Employee Engagement Survey

Procurement and Contracts - 42000

| 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? | | | | | | |

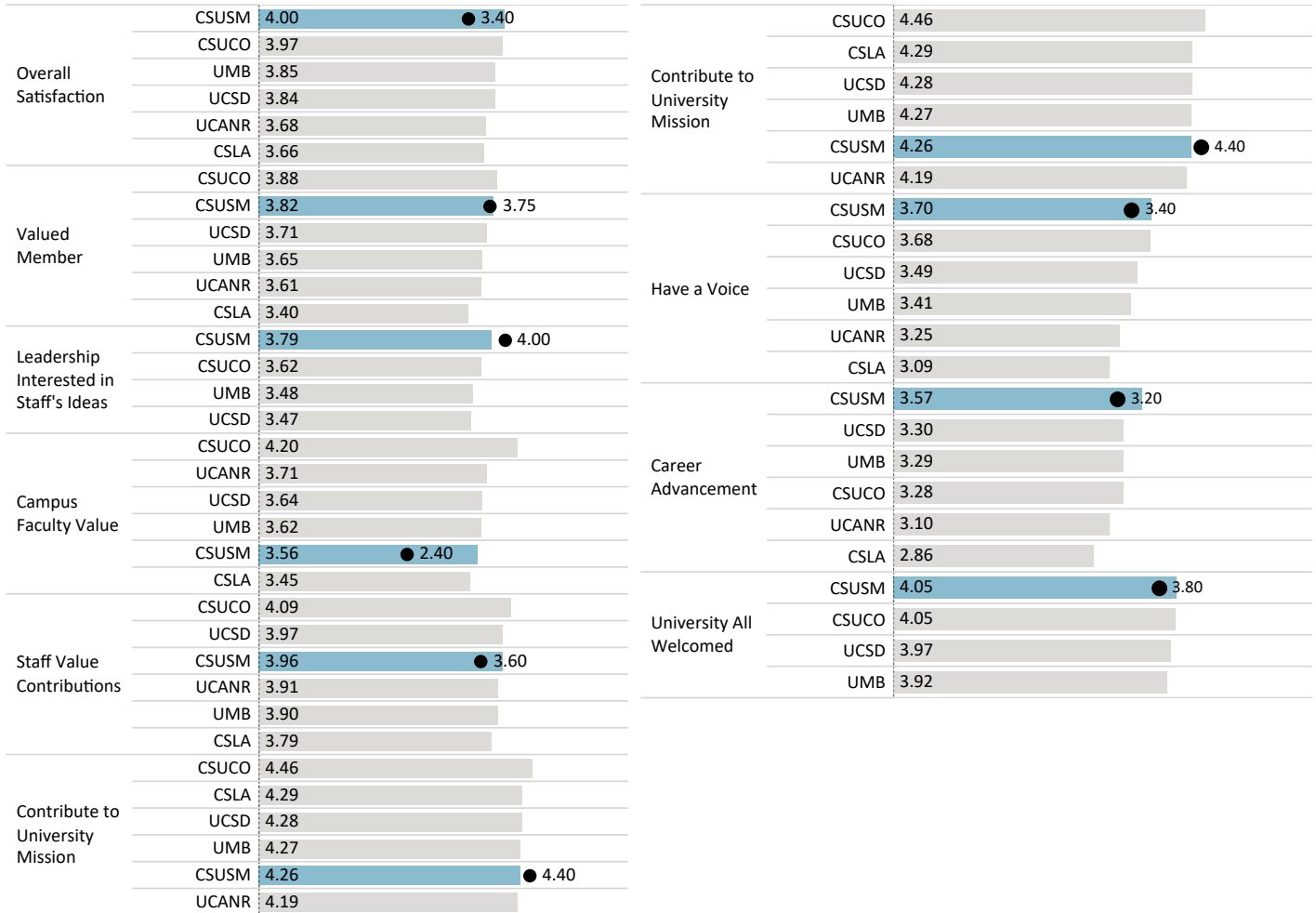
2022 - FAS Employee Engagement Survey

Comparison of Procurement and Contracts - 42000 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).

● Procurement and Contracts - 42000



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

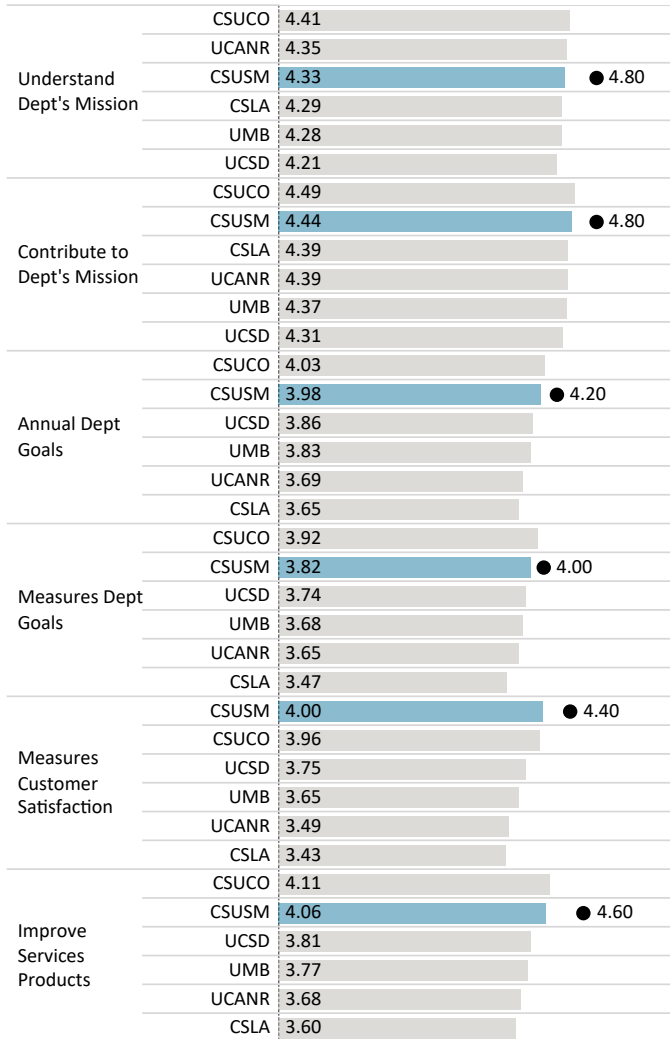
2022 - FAS Employee Engagement Survey

Comparison of Procurement and Contracts - 42000 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).

● Procurement and Contracts - 42000



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

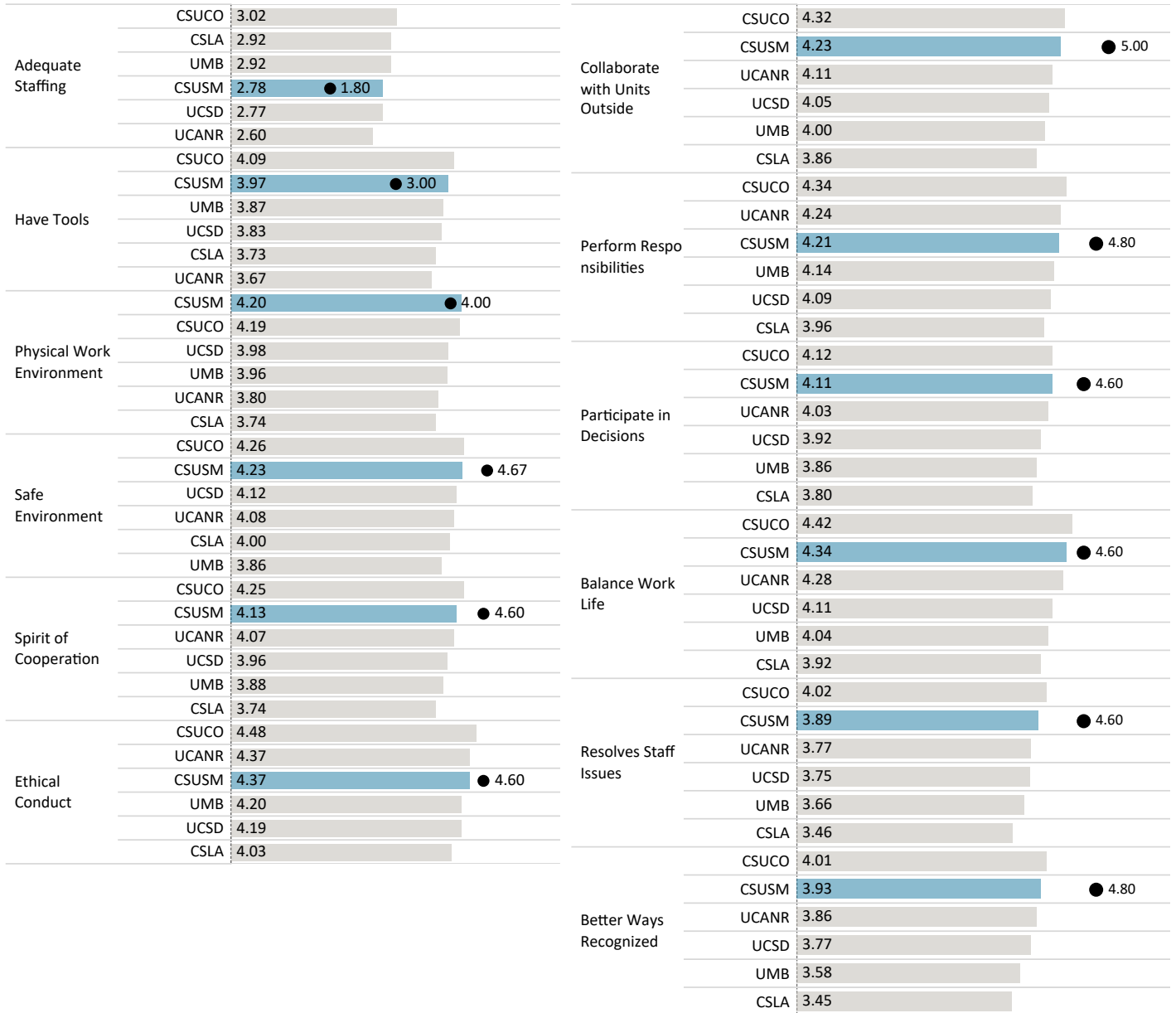
2022 - FAS Employee Engagement Survey

Comparison of Procurement and Contracts - 42000 to other Universities Overall

Department 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).

● Procurement and Contracts - 42000



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

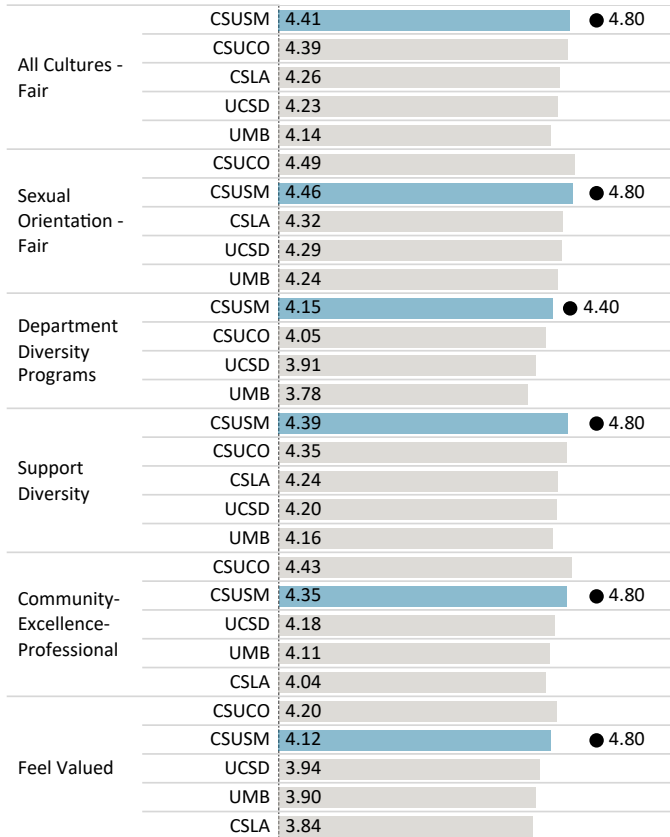
2022 - FAS Employee Engagement Survey

Comparison of Procurement and Contracts - 42000 to other Universities Overall

Department - Diversity and Climate

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).

● Procurement and Contracts - 42000



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

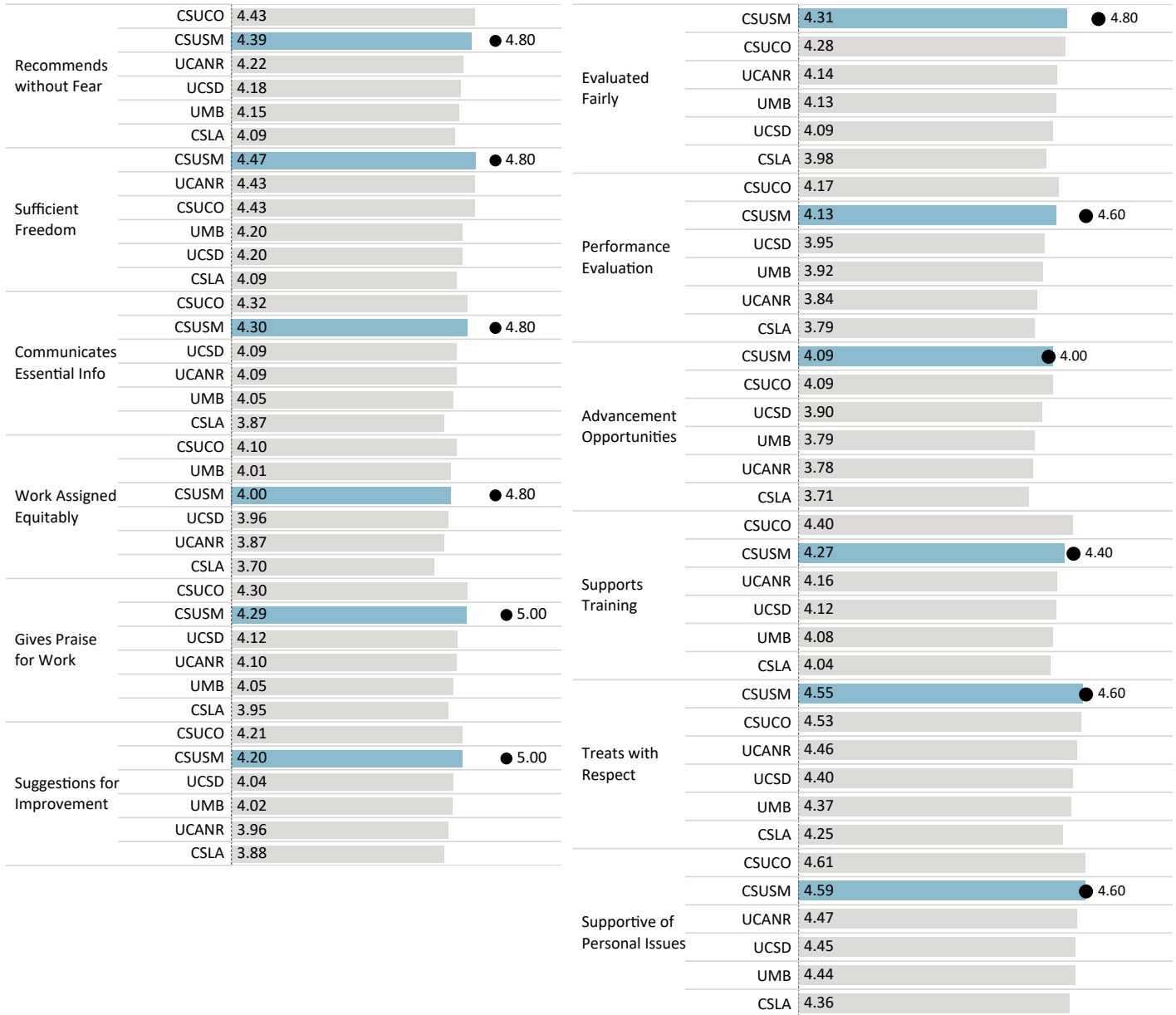
2022 - FAS Employee Engagement Survey

Comparison of Procurement and Contracts - 42000 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).

● Procurement and Contracts - 42000



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

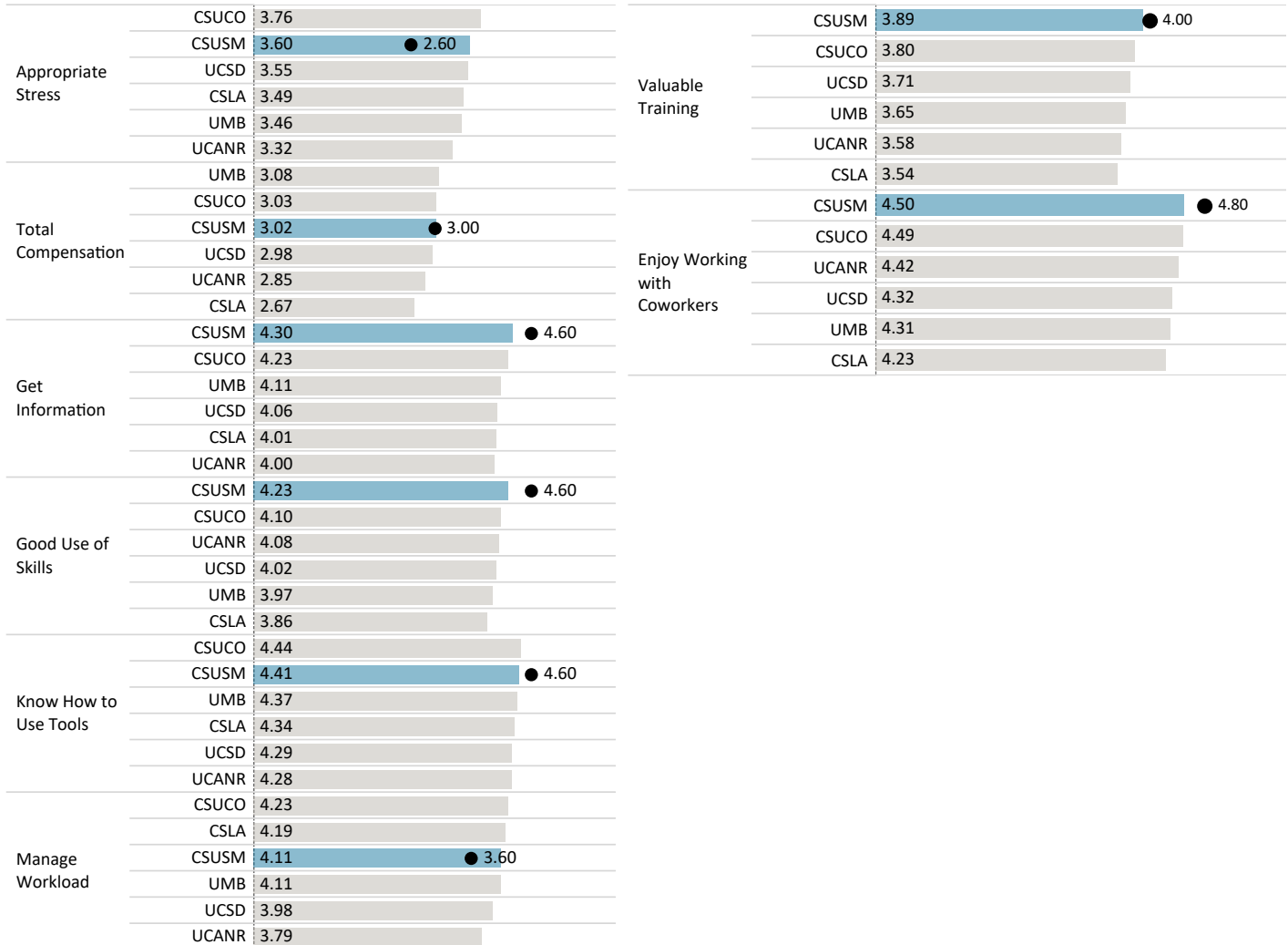
2022 - FAS Employee Engagement Survey

Comparison of Procurement and Contracts - 42000 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).

● Procurement and Contracts - 42000



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